



STAFF REPORT ACTION REQUIRED

Feasibility of Outsourcing Court Security and Parking Enforcement Services

Date:	January 8, 2015
To:	Executive Committee
From:	Deputy City Manager & Chief Financial Officer
Wards:	All
Reference Number:	P:\2015\Internal Services\cfo\ec15001cfo (AFS #20686)

SUMMARY

This supplementary staff report is in response to two reports from the Chief of the Toronto Police Service (TPS) forwarded by the Toronto Police Services Board (TPSB) to Executive Committee for consideration at its meeting on January 22, 2015. One report explores the feasibility of outsourcing court security functions and transferring the function to City of Toronto Corporate Security. The other explores the feasibility of outsourcing parking enforcement functions. The reports are in response to requests by City Council made during its consideration of the 2014 Budget.

Court security and parking enforcement functions are currently provided by civilian members of the TPS. Both reports describe these members as providing a range of duties and responsibilities that are embedded in the service delivery model of the TPS and supportive of the work of front-line police officers. Further, they highlight significant, negative business and financial implications of transitioning to alternative service delivery models, including predicted impacts on police operations, ongoing employment-related obligations to over 1,100 TPS members and potential impacts on revenue to the City. Both reports suggest further study is needed to assess the current service delivery model against the potential costs and benefits of an alternative model and the impact on the TPS.

The TPSB received the reports from the Chief and forwarded them to the City, but will not be reviewing and considering them until it receives a report on the comprehensive organizational review of the TPS currently underway by consultants KPMG.

The Deputy City Manager & Chief Financial Officer has considered the Chief's reports and does not recommend further investigation of outsourcing court security or parking enforcement functions unless new information or analysis is brought forward from the TPSB or the TPS, or changes are made to the relevant terms in the Toronto police collective agreements.

RECOMMENDATIONS

The Deputy City Manager & Chief Financial Officer recommends that:

1. This report be received for information.

Financial Impact

There are no financial implications due to this report.

DECISION HISTORY

On January 29 and 30, 2014, City Council adopted [EX37.1: 2014 Capital and Operating Budgets](#) and requested:

- The Deputy City Manager & Chief Financial Officer to report to the Executive Committee, including input from the Toronto Police Service Board, on the feasibility of privatizing court security entirely and the feasibility of transferring security duties to the City of Toronto's Corporate Security Division.
- The City Manager to report to the Executive Committee on the feasibility of outsourcing parking enforcement in future years, including input from the Toronto Police Services Board.

On September 11, 2014, the Board considered two reports from the Chief of Police on the feasibility and financial implications of outsourcing of court security and parking enforcement functions. The Board approved a motion to forward the reports to the City and review them after it receives a report on the Comprehensive Organization Review of the Toronto Police Service which is currently being conducted by the consultants KPMG.

The City's Executive Committee is considering the two reports on January 22, 2015.

ISSUE BACKGROUND

Court security and parking enforcement functions are currently provided by civilian members of the TPS. Both reports describe these members as providing a range of duties and responsibilities that are embedded in the service delivery model of the TPS and supportive of the work of front-line police officers. They highlight significant, negative business and financial implications of transitioning to alternative service delivery models. These implications include an impact on police operations, ongoing employment-related obligations to Local 781 TPS employees providing court security and Local 397 TPS

employees providing parking enforcement, and potential impacts on revenue to the City from Provincial transfers and parking fines. Both reports suggest further detailed study is needed to assess the current service delivery model against the potential costs and benefits of an alternative model. It should be noted, however, that reports on alternative models for parking enforcement were brought forward in 2002, 2005 and 2006 and consistently recommended that it remain within the Toronto Police Service.

The TPSB received the reports from the Chief and forwarded them to the City, but will not be reviewing them until it receives a report on the comprehensive organizational review of the TPS currently underway by consultants KPMG.

COMMENTS

The two reports from the Chief of the Toronto Police Service identify a number of factors that represent significant barriers to the outsourcing of court security and parking enforcement functions. These include potential impacts on police operations, employment-related obligations to find alternative work/positions for large numbers of TPS employees, and risks to City revenue streams, all with significant financial implications. Further, court security and parking enforcement functions are already performed by civilian members of the TPS who are compensated at a lower rate than police officers. As such, cost savings on labour that may be realized through alternative service delivery by City employees or third parties with comparable training and designations could be limited.

Based on information in these reports, further investigation by the City of outsourcing options for court security and parking enforcement functions is not warranted at this time as the comprehensive organizational review of the TPS is being currently conducted by KPMG. However, should new information or analysis be brought forward by the TPSB or the TPS, or changes be made to the relevant terms of Toronto police collective agreements, staff will reconsider this conclusion.

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SIGNATURE

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