



STAFF REPORT ACTION REQUIRED

Transformational Task Force Final Report Entitled: Action Plan: The Way Forward

Date:	April 4, 2017
To:	Executive Committee, City of Toronto
From:	Andy Pringle, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide the Executive Committee, with the Transformational Task Force Final Report entitled: *Action Plan: The Way Forward – Modernizing Community Safety in Toronto* (the “Plan”).

RECOMMENDATION

It is recommended that the Executive Committee receive this report and forward it to City Council pursuant to the following recommendation:

In accordance with the *Police Services Act*, O. Reg. 3/99 s. 32(2) the Board formally invite Toronto City Council, the Toronto District School Board, the Toronto Catholic District School Board, Conseil scolaire Viamond and Conseil scolaire de district catholique Centre-Sud, to review the Plan and provide comments to the Board.

FINANCIAL IMPACT

There are no financial implications arising from the recommendation contained within this report.

ISSUE BACKGROUND

At its meeting on February 23, 2017, the Board was in receipt of a report dated February 06, 2017 from Andy Pringle, Chair, and Mark Saunders, Chief of Police, Co-Chairs of the Transformational Task Force.

The following were in attendance and delivered deputations to the Board:

- Helen Armstrong, Community Development & Social Action Worker, St. Stephen's Community House *
- John Sewell, Toronto Police Accountability Coalition *
- Judith Hayes & Mike Mattos, Mount Dennis Community Association *
- Derek Moran *
- Brenda Ross
- Kris Langenfeld

*written submission also provided; copy on file in the Board office.

The Board was also in receipt of correspondence dated February 23, 2017 from Vincent Crisanti, Deputy Mayor, City of Toronto.

The Board approved the following Motions:

1. THAT the Board receive the deputations and written submissions;
2. THAT the Board approve the foregoing report with an amendment to recommendation no. 2, so that the recommendation now reads as follows:

In finalizing the scorecard referenced in Chapter 7 of the Plan, the Chief of Police confirm that it includes the quantitative and qualitative performance objectives and indicators required by the Police Services Act, O. Reg. 3/99 s. 30(2)(b) and that the content of the quarterly reports to the Board, including the content of the scorecard, be finalized in consultation with the Board.

COMMENTS

The Board approved the report and agreed to invite Toronto City Council, via the Executive Committee, to review the Plan and provide comments to the Board.

CONCLUSION

A copy of the report is contained in Board Minute No P19/17. A copy of Board Minute No. P19/17, in the form attached as Appendix "A" to this report, is provided for information.

CONTACT

Andy Pringle, Chair
 Toronto Police Services Board
 Telephone No. 416-808-8080
 Fax No. 416-808-8082

SIGNATURE

Andy Pringle
Chair

ATTACHMENT

Appendix A – Board Minute No. P19/17

cc. Jean-Francois L'Heureux, Chair, Conseil scolaire Viamond
Robin Pilkey, Chair, Toronto District School Board
Angela Kennedy, Chair, Toronto Catholic District School Board
Melinda Chartrand, Chair, Conseil scolaire de district catholique Centre-Sud

APPENDIX “A”

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on February 23, 2017

P19. Transformational Task Force Final Report Entitled Action Plan: The Way Forward

The Board was in receipt of a report dated February 06, 2017 from Andy Pringle, Chair, and Mark Saunders, Chief of Police, Co-Chairs of the Transformational Task Force, with regard to this matter.

The following were in attendance and delivered deputations to the Board:

- Helen Armstrong, Community Development & Social Action Worker, St. Stephen’s Community House *
- John Sewell, Toronto Police Accountability Coalition *
- Judith Hayes & Mike Mattos, Mount Dennis Community Association *
- Derek Moran *
- Brenda Ross
- Kris Langenfeld

*written submission also provided; copy on file in the Board office.

The Board was also in receipt of correspondence dated February 23, 2017 from Vincent Crisanti, Deputy Mayor, City of Toronto. A copy of the correspondence is on file in the Board office.

The Board approved the following Motions:

3. THAT the Board receive the deputations and written submissions;
4. THAT the Board approve the foregoing report with an amendment to recommendation no. 2, so that the recommendation now reads as follows:

In finalizing the scorecard referenced in Chapter 7 of the Plan, the Chief of Police confirm that it includes the quantitative and qualitative performance objectives and indicators required by the Police Services Act, O. Reg. 3/99 s. 30(2)(b) and that the content of the quarterly reports to the Board, including the content of the scorecard, be finalized in consultation with the Board.

A copy of the Transformational Task Force Final Report entitled: “Action Plan: The Way Forward” can be accessed [here](#).

Moved by: S. Carroll
Seconded by: C. Lee

Staff report for action on TTF Final Report



Toronto Police Services Board Report

February 6, 2017

To: Members
Toronto Police Services Board

From: Andy Pringle
Chair,
Transformational Task Force Co-Chair

Mark Saunders, O.O.M.
Chief of Police
Transformational Task Force Co-Chair

**Subject: TRANSFORMATIONAL TASK FORCE FINAL REPORT
ENTITLED ACTION PLAN: THE WAY FORWARD**

Recommendation(s):

It is recommended that:

1. The Toronto Police Services Board (“the Board”) approve the Transformational Task Force (“the Task Force”) Final Report entitled “Action Plan: The Way Forward” (“the Plan”) as the Board’s 2017 to 2019 Business Plan and approve the commencement of implementation of the recommendations contained in the report as may be modified by the results of the review process noted in recommendation 3;
2. In finalizing the scorecard referenced in Chapter 7 of the Plan, the Task Force confirm that it includes the quantitative and qualitative performance objectives and indicators required by the *Police Services Act*, O. Reg. 3/99 s. 30(2)(b);
3. In accordance with the *Police Services Act*, O. Reg. 3/99 s. 32(2) the Board formally invite Toronto City Council, the Toronto District School Board, the Toronto Catholic District School Board, Conseil scolaire Viamonde and Conseil scolaire de district catholique Centre-Sud, to review the Plan and provide comments to the Board; and,

4. The Board forward a copy of this report to the City's Executive Committee for its information.

- **Financial Implications:**

To date, the Task Force has identified approximately \$100 million in budget reductions and enhanced efficiencies over the next three years.

This figure includes \$60 million as a result of a moratorium on hiring and promotion between ranks for officers and civilians. This moratorium will allow the Service to change business processes as necessary, realign priorities, right size the organization, and ensure it has the right skill sets for the new service delivery models, as well as the leanest possible management structure. However, during this period, there will be some critical situations where the filling of vacant positions is necessary. In addition, there may be positions that need to be filled to enable restructuring initiatives, as the Service starts to implement the report's recommendations. These requests will be carefully reviewed to ensure they are justified and or contribute to the achievement of the modernization initiatives.

A further \$30 million in efficiencies has also been identified, through alternative service delivery, shared services and better supply chain management. Due diligence on these opportunities is underway. There is also an expectation that over the next three years, a further \$10 million in savings and efficiencies can be achieved.

Necessary costs were incurred by the Transformational Task Force to obtain the research, analysis and other expertise required to analyse opportunities and finalize the recommendations in the final report. These costs total just over \$1M and were funded by the Board (through its Special Fund) and the Service (through its operating or capital budget). They include outside expertise for: a police service demand model analysis; an information technology assessment; strategic advice, project management, communications; and report writing/design (both the interim and final report)

As the Service moves into the implementation stage, further investments will be required to acquire necessary expertise and capacity to implement what will be very complex projects and initiatives. Some of the needs identified to date include external resources skilled in project management, change management, strategic communications, as well as technological, financial and procurement expertise.

These investments will be funded from the Service's capital program where appropriate or from a Modernization Reserve that the Service will be requesting City Council to approve. The initial proposed contribution to this Reserve will be from the Service's 2016 operating budget surplus.

Senior City staff members have been briefed on this strategy and agree in principle with this approach and the amount.

The Service is also anticipating a requirement for an additional \$3.5 million in 2018 and 2019. This need will be reviewed each year, and the request will proceed through the appropriate process for approval.

- **Background / Purpose:**

The Transformational Task Force was formed at the direction of the Board with a mandate to:

Develop and recommend, to the Toronto Police Services Board (TPSB), a modernized policing model for the City of Toronto that is innovative, sustainable and affordable. The model will place communities at its core, will be intelligence-led and optimize the use of resources and technology while embracing partnerships as a means of enhancing capability and capacity.

At its meeting on July 21, 2016 the Board considered the Task Force's Interim Report and authorized continued research and consultation leading to the final report (Min. P163/16 refers).

- **Discussion:**

In February 2016, the Transformational Task Force began work on a plan to modernize the Toronto Police Service. In the Interim Report, the Task Force proposed a vision of excellence and leadership for the Service that is expanded upon in the attached, final report entitled "Action Plan: The Way Forward".

This Plan defines the path to excellence for the Toronto Police Service. It envisions an organization that is an international leader in providing trusted community- focussed policing. We are confident that the modern Toronto Police Services will embrace and be embraced by all Toronto residents and communities. It will engage with, and be inclusive of, the full diversity of our city. It will continually evolve to meet the changing needs of Toronto and in so doing will demonstrate excellence in public service management and leadership.

Consultations:

The Task Force held many consultations over the summer and fall of 2016. The results of these consultations are detailed in Chapter 3. Given the Board's acceptance of the Final Report as its Business Plan, certain consultations are required in accordance with the *Police Services Act*. To ensure that the Board is in compliance with the *Act*, the Board is required to formally invite Toronto City Council, the Toronto District School Board, the Toronto Catholic District School Board, Conseil scolaire Viamonde and

Conseil scolaire de district catholique Centre-Sud, to review the Plan and provide comments to the Board.

Accountability:

The Board will receive quarterly, public progress reports beginning in May 2017. These progress reports will include quantitative and qualitative performance objectives and indicators and will measure outcomes. The Task Force has developed a Modernization Scorecard which, when complete, will be a comprehensive, transparent and accessible example of culture change in action. The scorecard, which is currently available online, will track our progress and results.

• **Conclusion:**

We recommend that the Board approve the recommendations in this report as may be modified by the results of the review noted in recommendation 3 in this report.

We also express our sincere appreciation to the members of the Transformational Task Force – both Service members and community members. They have worked tirelessly to produce this report and each one of them exemplifies excellence in public service. We are grateful for their contributions.

Respectfully submitted,

Andy Pringle
Chair
Transformational Task Force Co-Chair

Mark Saunders, O.O.M.,
Chief of Police,
Transformational Task Force Co-Chair

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