



REPORT FOR ACTION

Toronto Parking Authority - Status Update 2: Security Services Assessment and Transition

Date: May 31, 2019
To: Board of Directors, Toronto Parking Authority
From: Acting President, Toronto Parking Authority
Wards: All

SUMMARY

The Board of Directors of the Toronto Parking Authority (TPA) considered Item PA15.6, "Toronto Parking Authority - Status Update of Security Services Assessment ", at its October 24, 2018 meeting. The Item set out the preliminary results of an assessment of TPA security strategies, plans, and deployment conducted by the City of Toronto's Director of Corporate Security. The Board adopted a comprehensive framework comprising a range of recommendations and initial actions to further the goals of augmenting, enhancing and updating TPA's security program. Among other things, the Board directed that steps be initiated leading to the City's Corporate Security Division assuming direct management of TPA's security program. TPA staff have worked in close collaboration with the City's Corporate Security Division to develop the key parameters of a Service Level Agreement, which are set out in this report and will achieve the Board's direction.

This report also presents a Security Policy and Plan for the Toronto Parking Authority, in conformance with City Council's previous direction that various City Boards and Agencies report to their respective Boards regarding their security plan, consistent with the security framework adopted by Council. Finally, the matter of a billing dispute with a previous service provider which was detailed to the Board at its above noted meeting has been closed and no further payments were or will be made.

RECOMMENDATIONS

The Acting President, Toronto Parking Authority recommends that:

1. The Board of Directors of the Toronto Parking Authority approve Toronto Parking Authority Policy Resolution 7-3: Toronto Parking Authority Security Policy and Plan, outlined in Attachment 1 to the report (May 31, 2019) from the Acting President, Toronto Parking Authority, and direct the Acting President to incorporate any further amendments that may arise from the Board's approval and enact the Policy Resolution.
2. The Board of Directors of the Toronto Parking Authority direct the Acting President, Toronto Parking Authority, to formally engage the City of Toronto's Corporate Security Division for the purpose of assuming management and oversight responsibility of the Toronto Parking Authority's security program.
3. The Board of Directors of the Toronto Parking Authority authorize the Acting President, Toronto Parking Authority, to enter into a Service Level Agreement (SLA) with the City of Toronto's Corporate Security Division for the management and oversight responsibility of the Toronto Parking Authority's security program, generally incorporating the parameters outlined in Table 1 to the report (May 31, 2019) from the Acting President, Toronto Parking Authority, subject to further refinement, amendment, and/or additional terms and conditions as may be acceptable to the Acting President.

FINANCIAL IMPACT

There is no direct incremental financial impact at this time with the ongoing transition of management and oversight of the TPA security program to the City's Corporate Security Division. The outsourced security services are continuing pursuant to the terms of the active contract entered into between TPA and G4S Secure Solutions (Canada) Ltd. ("G4S"). Over time, various measures that may be implemented to augment, enhance or update TPA security infrastructure or operations, or otherwise address outstanding matters related to security operations, will be addressed through future capital and operating budget cycles and subsequent Board reports as necessary. Similarly, incremental costs incurred on behalf of TPA by Corporate Security in the delivery of TPA's day-to-day security program and/or project-specific costs to deal with the start-up matters and any future initiative-based undertakings, will be negotiated and incorporated in the SLA once finalized, and reported to the Board as necessary through the budget cycle.

DECISION HISTORY

The Board of Directors of the Toronto Parking Authority considered Item PA8.4, "Matters Arising from Ongoing Reviews of Delivery of Security Services", at its March 5, 2018 meeting. The Board, among other things, directed the Acting President to request the City of Toronto's Director of Corporate Security to conduct a comprehensive

assessment of Toronto Parking Authority security strategies, plans, and deployment, covering all aspects the Director considers appropriate, including but not limited to required/available resources to address Toronto Parking Authority needs (the role of security in the areas of employee and customer safety and protection of Toronto Parking Authority and customer property), performance/requirements of contracted security services, and opportunities for closer alignment with, or service delivery by, the City's Corporate Security Division.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PA8.4>

The Board of Directors of the Toronto Parking Authority, in considering Item PA15.6, "Toronto Parking Authority - Status Update of Security Services Assessment", at its meeting of October 24, 2018, adopted a comprehensive framework comprising a range of recommendations and initial actions to further the goals of augmenting, enhancing and updating TPA's security program. The Board also directed that steps be initiated leading to the City of Toronto's Corporate Security Division assuming direct management of TPA's security program.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PA15.6>

COMMENTS

The Toronto Parking Authority has an ongoing security program which incorporates uniformed and plainclothes mobile patrols, and is focussed on: deterring unlawful activities on its facilities; loss prevention; response to staff and customer concerns; and ensuring a safe environment for staff and customers alike. The program relies largely on outsourced security service provision. As an element of the TPA's continuous improvement efforts in its operational areas generally, as well as to address concerns raised by TPA staff and through its Joint Health and Safety Committees, the Board determined that a comprehensive assessment of the security program by a qualified outside party would be appropriate. The City's Corporate Security Division ("CS") was engaged by TPA pursuant to the Board's request in March 2018 to carry out the Security Services Assessment.

Through their work, CS completed gap analyses of the current security strategies and plans and formulated recommendations on: the performance of the existing security services contract; ensuring effective communications and issues management; as well as on the scope and cost of security services being incurred by TPA in the delivery of its program in terms of resource allocation and value. Matters addressed included various policy and procedure development under the Corporate Security Framework enacted previously by City Council; further development of multi-year capital, operating and maintenance plans related to security infrastructure and systems for budgeting purposes; and contract management and refinements to delivery of TPA outsourced security guard services.

1.0 TPA Security Policy and Plan

City Council, at its meeting of April 29 and 30, 2009, adopted Item GM22.4, "City-Wide Security Plan", wherein, among other things, Council directed:

- All agencies with dedicated security management including the Toronto Parking Authority apply the security framework and report to their respective Boards regarding their own security plans;
- The Corporate Security Unit coordinate the establishment of a Security Workgroup, comprised of representatives from Agencies, Boards and Commissions... for the purpose of guidance on effective implementation of the Corporate Security framework and the enhancement and effectiveness of City-wide security through information sharing;
- Budgeting for each agency security plan be submitted to its applicable Board in future years' operating and capital budgets based on operational priorities.

Pursuant to the TPA Security Assessment completed by CS and the subsequent Board directions, CS and TPA staff have developed the initial Security Policy and Plan document for the TPA. This document, provided for Board consideration as Attachment 1 to this report (May 31, 2019) of the Acting President, reflects the role of security at TPA and goals and objectives for the short, medium and long terms, consistent with the Security Framework adopted by Council. Please note, however, that the Policy and Plan is intended as a high level framework and does not provide detailed CS or industry standards and guideline. It provides guidance and works in conjunction with other detailed operational, site-specific and procedure documents in the overall delivery of the TPA security program.

The Policy and Plan will further enhance the protection of TPA's staff, customers and assets through proactive and reactive security measures, by incorporating the three "tenants" of security: people, procedures and equipment. It also reflects the Board intention that the City of Toronto's Corporate Security Division will assume direct management and oversight of TPA's security program. Staff recommend that the Board approve this document as new TPA Policy Resolution 7-3, Toronto Parking Authority Security Policy and Plan.

2.0 Transition of Management and Oversight of TPA Security Program to CS

The TPA Board, in considering Item PA15.6, directed the Acting President to initiate discussions with the Director, Corporate Security, with the goal of establishing a Memorandum of Understanding/Service Level Agreement for the City of Toronto's Corporate Security Division to assume direct management of TPA's security program, and report back to the Board at such time as the parameters of the agreement are available. As the Board will recall, it was noted in the staff report that CS had recommended that the management of the security program for the TPA could be enhanced if it were to be delivered by the City of Toronto Corporate Security Division. CS has certified security professionals who are subject matter experts in their individual fields of security and can provide in-house expertise to the management of all aspects of the security program for the TPA. If the TPA security function were to be managed and delivered by CS, the requisite staffing model is already contained within CS. A number of areas where TPA could benefit from access to this resource were noted.

Corporate Security currently provides this function for all City Divisions and some of the City agencies. Direct management of TPA's security program by CS would be

consistent with the general direction TPA has been pursuing in a number of areas, namely utilizing the City Shared Services model in those instances it can leverage expertise and resources efficiently and effectively to support the delivery of its own core parking and bike share business mandates.

In the interim period, CS has taken on a direct liaison and management role with the outsourced security services provider, G4S, including directing guard deployment changes under the existing contract, validating billing, as well as facilitating responsive security services, in close coordination with TPA operations staff, to address incidents or emerging conditions. We note that, to date, CS has already been instrumental in assisting TPA with the investigation and effective, responsive resolution of pressing security incidents, including providing timely direct liaison with the Toronto Police Service.

We are currently drafting a Service Level Agreement ("SLA") that will formalize the CS oversight and delivery of TPA's security program. The SLA will provide the operating framework for the ongoing working relationship between the Toronto Parking Authority and City of Toronto Corporate Security Division. The SLA defines the services to be provided, service levels, roles and responsibilities, timelines and costs mutually expected by both parties. It is not intended to be a legal agreement, but rather serves the mutual benefit of both parties by providing a clear understanding of agreed upon service requirements and performance criteria. The SLA is being built on the following principles:

- a) the recognition that both parties are mutually committed to fostering a spirit of partnership, open dialogue and information sharing;
- b) both parties have a mutual responsibility to build a cooperative relationship which recognizes their respective organizational goals and expectations;
- c) CS is committed to providing quality customer service to ensure timely, effective, efficient and consistent service delivery to TPA in accordance with the agreed upon service standards; and
- d) TPA is committed to providing timely notification of issues and information on capital projects, requirements and business needs, confirming availability of budget, approving and signing off service change documentation and technical specifications of service, as applicable.

The key content areas to be included in the SLA, subject to further refinement, amendment or addition by agreement of the TPA Acting President and CS Director, respectively, are set out in the following table:

Table 1: General Parameters of TPA / Corporate Security SLA

General Parameters of TPA / Corporate Security SLA	
1.	Develop the TPA Security Policy and Plan and related policies, consistent with Item GM22.4, "City-Wide Security Plan", adopted by City Council at its April 29 and 30, 2009 meeting;
2.	Review and provide for TPA consideration any necessary updates to TPA Policy Resolution 7-2, CCTV Monitoring and Disclosure;
3.	Review physical protection systems (security equipment and systems, including incident reporting), for TPA facilities, and develop consolidated multi-year capital, operating and maintenance plans, and recalibrate as necessary on an ongoing basis: • CCTV systems; • Access control (electronic in certain instances); • Help stations in select facilities; • Duress alarms; • Monitoring; • Signage; • Security deployment and response; • Security mobile patrol. Decisions related to purchase and implementation including associated cost will be the responsibility of, and at the sole discretion of TPA.
4.	Collaborate with TPA when it undertakes periodic review of its design standards documents to integrate Crime Prevention through Environmental Design ("CPTED") principles in any new builds or renovations of TPA facilities;
5.	Identify process for and carry out with TPA staff as necessary, site-specific risk and security threat assessments (in conjunction with extensive work already done by TPA in compiling mandatory Workplace Violence Risk Assessments) for each TPA facility;
6.	Identification and development of required security related SOPs and operational plans;

7.	Day-to-day management and delivery of the TPA security elements and functions that are not explicitly covered in this outline;
8.	Day-to-day management and oversight of the outsourced security guard contract with G4S on behalf of TPA, all aspects including primary liaison with contractor, performance monitoring, financial/billing validation and oversight, record keeping and reporting;
9.	Negotiate with G4S as required on measures to enhance current service delivery as identified by the Director, including but not limited to: clarifying and developing standard key performance indicator and reporting provisions; invoice management; routing and tracking of guard patrols; field supervision; and re-distributing the current patrol resource to potentially achieve broader coverage;
10.	Develop associated SOPs and expectations with respect to the outsourced provider G4S, based on existing CS standards and recognizing any current contract provisions;
11.	Develop the parameters for Request for Proposals ("RFP") - specifications, terms and conditions - for TPA procurement of security guard services to renew these services on expiry of current term; in accordance with existing Corporate Security templates and requirements - to be issued (late 2019/early 2020). Assist with management of the procurement process;
12.	Develop procedure and templates for the compilation and submission of routine security reporting (statistical, KPIs), and reporting of incidents to senior management and appropriate staff. Assist TPA with the introduction of automated incident reporting/management system, based on the Corporate Security's existing platform.
13.	Specific day-to-day services Corporate Security will provide (to be finalized) – which may include: • Security Control Centre receive calls for assistance and dispatch the applicable contracted mobile security guards; • the Corporate Security Mobile Patrol can provide on-site back-up or first level response to calls for service at TPA properties; • the Corporate Security Emergency Planner can ensure the TPA has the appropriate emergency procedures and drills in place to safely respond to an emergency;

	• The Corporate Security trainer can provide required security awareness training to TPA staff at the Corporate Security Training Centre; • Assign and maintain a primary security lead to TPA who will be the point of contact and coordinate all security activities on behalf of TPA;
14.	Review TPA alarm monitoring (help stations, elevator, fire, booth, etc.) and response protocols;
15.	Develop communications plans and information/training materials to keep TPA staff informed on security matters;
16.	Establish various time lines and KPIs related to items included under the scope of services, as well as any other required standard provisions;
17.	In addition to CS's role in the day-to-day functioning of the security program, CS will make recommendations respecting capital, operating and maintenance parameters, however, decisions to implement, including approval of associated cost, remain within the sole purview of the TPA;
18.	The SLA will establish term (5-years), early termination, expiry/extension provisions, service level and response timelines, dedicated resources and cost parameters.

With respect to financial impacts, in principle, TPA will be responsible to pay incremental costs incurred by CS in the delivery of its services to TPA. Staff of the respective agencies are working through the details at this time. Essentially, there are two areas being assessed: project-specific to deal with the start-up matters and any future initiative-based undertakings which would be over and above the day-to day service delivery; and resources assigned specifically to TPA in the delivery of the day-to-day management of the program. We are currently confirming the elements to be addressed through the development of a detailed project plan, and any additional incremental resources CS would have to maintain to carry out its obligations. These matters will be negotiated and incorporated in the SLA, with further reporting to the Board as necessary through the annual budget process.

3.0 Purchasing Issues - Provision of Supplemental Ad Hoc and Seasonal Services November 2017 to April 2018

The staff report, including Confidential Attachment, contained in Item PA15.6 and considered by the Board at its October 24, 2018 meeting addressed a billing dispute with TPA's former service provider, Intelligarde International Inc., which was engaged

based on contentions and concerns raised through the TPA's Joint Health and Safety Committees for specific ad hoc, seasonal and supplementary needs to augment the services provided by the current provider, G4S, during the period of late-November 2017 to mid-April 2018, the point at which these supplementary services with Intelligarde were terminated. TPA staff withheld payment of the disputed amounts and put Intelligarde on notice by way of a detailed formal communication and analysis in September 2018 of its position with respect to the billings in question. There has been no further follow-up, response or communication of any kind by the company and we understand that subsequently the company was subject of an acquisition later in 2018. No payments of the disputed amounts were made nor is it anticipated will be made. Given the lack of any response, the passage of time and circumstances of the company, this matter is considered closed.

CONTACT

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SIGNATURE

Robin Oliphant, Acting President
Toronto Parking Authority

ATTACHMENTS

Attachment 1 - Toronto Parking Authority Policy Resolution 7-3: Security Policy and Plan