



REPORT FOR ACTION WITH CONFIDENTIAL ATTACHMENT

Toronto Parking Authority Security Approach & Framework

Date: February 14, 2025

To: Board of Directors, Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: All

REASON FOR CONFIDENTIAL INFORMATION

This report deals with the security of property belonging to the City of Toronto.

SUMMARY

The purpose of this report is to respond to City Council's request (IE17.5) for Toronto Parking Authority (TPA) to review and consider a universal security protocol for their garages and parking lots and to provide a summary of the current security approach and assessment framework used to allocate security resources at TPA facilities. This report also highlights findings from a community safety audit conducted at Car Park 150 (40 Larch Street), which the Council also requested through its adoption of IE17.5 at its meeting on November 13, 2024.

The TPA is dedicated to delivering clean, safe, and efficient parking facilities that meet the needs of the customers and the communities it serves. Direct management and oversight of TPA's security program is the responsibility of the Corporate Security Section of Corporate Real Estate Management (CREM). A Service Level Agreement, executed on May 28, 2021, defines the service levels provided by Corporate Security's management of TPA's security program.

To maintain the highest standards of safety and security, Corporate Security and TPA employ a risk-based, multi-layered security approach. This strategy addresses vulnerabilities through complementary measures, including physical security equipment, technology, data-driven analytics, trained personnel, and effective communication. By

tailoring security measures to the specific risks of each facility, resources are more efficiently allocated, and threats effectively mitigated, creating a safer environment for TPA customers and employees.

To further enhance safety, Corporate Security and TPA collaborate with key partners to take a proactive approach to security. This includes working with the Toronto Police Service to increase police presence during high-risk periods and deploying community safety officers who address antisocial behaviour with a human-centred approach and engaging with community organizations to strengthen overall security efforts.

Since 2021, TPA has increased its annual security services budget by \$2.9 million (a 290% increase), bringing the total to \$3.9 million. Additionally, TPA has allocated \$4.1 million for CCTV installations across seven garages and \$2.7 million for enhanced vehicle and pedestrian access control systems.

Looking ahead, the TPA plans to invest an additional \$25.7 million over the next five years to expand access control measures, emergency communication systems and CCTV coverage, reinforcing its commitment to safety and public trust. These investments are directly aligned with the evolving post-pandemic landscape, addressing the rise in antisocial behaviour and security challenges impacting our communities.

TPA is committed to a risk-based, multi-layered approach as the most effective way to deliver security services. This proven strategy aligns with Corporate Security's best practices across city divisions and agencies, ensuring a consistent and proactive approach to safety. By tailoring security measures to each location's unique needs, we maximize resource efficiency while providing comprehensive, targeted protection—striking the right balance between adaptability and effectiveness.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

1. The Toronto Parking Authority Board of Directors receive this report for information.
2. The Toronto Parking Authority Board of Directors direct that Confidential Attachment 2 remain confidential in its entirety, as it deals with the security of property belonging to the City of Toronto.
3. The Toronto Parking Authority Board of Directors direct that this report be forwarded to City Council for information.
4. The Toronto Parking Authority Board of Directors request that City Council direct that Confidential Attachment 2 remain confidential in its entirety, as it deals with the security of property belonging to the City of Toronto.

FINANCIAL IMPACT

There is no financial impact associated with the adoption of this report.

DECISION HISTORY

At its meeting of November 13, 2024, City Council adopted Item IE17.5, "Enhanced Nighttime Security at Green P Parking Facilities." The item requested the Toronto Parking Authority to review and consider a universal security protocol for their garages and parking lots and to provide a summary of the current security approach and assessment framework used to allocate security resources at Toronto Parking Authority facilities. It also requested that TPA undertake a safety audit of Car Park 150 located at 40 Larch Street.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.IE17.5>

A Service Level Agreement between Toronto Corporate Security and Toronto Parking Authority was executed on May 28, 2021. The SLA is in effect between April 1, 2021 until March 31, 2025. After its expiry date, this current agreement will remain valid until both parties renew and extend this SLA to another term. The SLA is included in Attachment 1.

At its meeting of June 26, 2019, the Board of Directors of the Toronto Parking Authority adopted item PA7.5, providing authority for the President, TPA to enter into a Service Level Agreement with the Corporate Security Section of Corporate Real Estate Management for the purpose of Corporate Security assuming management and oversight responsibility of TPA's security program.

<https://secure.toronto.ca/council/agenda-item.do?item=2019.PA7.5>

At its meeting of October 24, 2018, TPA Board of Directors received PA15.6, Toronto Parking Authority - Status Update of Security Services Assessment. The Item set out the preliminary results of an assessment of the TPA's 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 the 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 the TPA's security program.

<https://secure.toronto.ca/council/agenda-item.do?item=2018.PA15.6>

The Board of Directors of Toronto Parking Authority (TPA) considered Item PA8.4, "*Matters Arising from Ongoing Reviews of Delivery of Security Services*", at its March 5, 2018 meeting. The Board 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 (the "Security Services Assessment").

<https://secure.toronto.ca/council/agenda-item.do?item=2018.PA8.4>

At its meeting of April 29 and 30, 2009, City Council adopted the City-Wide Security Plan, including the revised Corporate Security framework, and the Corporate Security Policy Plan. In doing so, City Council also requested all Agencies, Boards and Commissions with dedicated security management, including Exhibition Place, the Toronto Parking Authority, the Toronto Transit Commission, and the Toronto Zoo to apply the security framework and report to their respective Boards regarding their own security plans.

<https://secure.toronto.ca/council/agenda-item.do?item=2009.GM22.4>

COMMENTS

Background

The Board of Directors of TPA considered Item PA8.4, "*Matters Arising from Ongoing Reviews of Delivery of Security Services*", at its March 5, 2018 meeting. In March of 2018, TPA Board of Directors provided direction for Management to request the Corporate Security Section to conduct a comprehensive assessment of TPA security strategies, plans, and deployment, covering all aspects considered appropriate (the "Security Services Assessment").

The resulting Security Services Assessment led to the compilation of a framework of actions intended to further the goals of augmenting, enhancing and updating TPA's security program. Matters addressed included various policy and procedure development and refinement initiatives 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.

The Board, in considering the initial results of the Security Services Assessment at its October 24, 2018 meeting under Item PA15.6, "*Toronto Parking Authority - Status Update of Security Services Assessment*", 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 Section to assume direct management of TPA's security program.

The terms and conditions of an SLA were subsequently developed and presented to TPA's Board of Directors at its meeting of June 26, 2019. The SLA (refer to Attachment 1) sets out roles and responsibilities of Corporate Security and TPA, establishes service standards and guiding principles, financing of the model and a dispute resolution process, among other things. The SLA was executed on May 28, 2021, and will remain in effect until March 31, 2025. After its expiry date, the current agreement will remain valid until both parties renew and extend this SLA to another term.

Management will be working with Corporate Security to review the terms and conditions of the SLA and will bring forward proposed amendments to the Board should changes be required to the current framework. It is anticipated that this will occur in Q3 2025.

TPA operates parking at 271 City-owned parking facilities, including surface car parks and parking structures (above and/or below-grade parking garages). A further 23 parking facilities are located on privately owned lands that TPA operates as part of TPA's off-street portfolio, on behalf of the landowner.

At its meeting of November 13, 2024, City Council adopted IE17.5, "Enhanced Nighttime Security at Green P Parking Facilities" and requested TPA to review and consider a universal security protocol for their garages and parking lots. (i.e.. "one size fits all" security approach).

Corporate Security and TPA have carried out a review in response to this request and have determined that a "one size fits all" security approach does not allow Corporate Security, TPA and its partners to tailor strategies to each location's unique requirements. Instead, the current risk-based framework provides security service standards across the different categories of facilities as opposed to one set service standard across all facilities. Using a data-driven strategy that considers multiple factors is also consistent with parking operators in other jurisdictions.

This risk-based framework categorizes TPA parking into four Facility Security Levels (FSL) based upon a numerical score when considering the criteria of: security incidents, Toronto Police statistics, the average number of parking spaces used, the number of parking levels, and what physical security measures are in place. Each FSL corresponds to a base security service standard. These security service standards set out minimum standards for security measures such as the frequency of site visits, frequency of security patrols, whether on-site Security Guards are recommended, and prioritization of physical security enhancements such as cameras and emergency assistance stations. Confidential Attachment 2 provides further details of the determination of the FSL and the security service standards.

While additional security measures are directed to locations and facility types with the greatest need of protection, short term enhancements may be taken in response to specific incidents or threats. Corporate Security and TPA review incident reports daily and implement operational security changes as needed, with the goal of providing a safe environment for customers and the community at large.

Multi-Disciplinary Security Structure

Corporate Security and TPA deliver on customer safety and security through a comprehensive "Multi-Discipline Security Structure" that integrates various security components for maximum effectiveness:

- **Physical Safety Equipment:** Systems such as barriers, alarms, and surveillance cameras help deter, detect, and prevent unauthorized access or property breaches.
- **Technology:** A robust infrastructure serves to connect and support security functions and may include cameras, intercoms, mobile guard technology, and incident management software.
- **Reporting / Analytics:** Through data collection and reporting, informed decisions are made using both real time information and incident trends.
- **Security Personnel:** Trained security professionals respond to incidents and prevent unauthorized activities through static and mobile patrolling. A supervisory structure is in place to support and continuously monitor threats and opportunities.
- **Communications:** Engaging and informing customers is a critical part of ensuring their security and comfort at TPA locations.

In addition to security services, TPA employees include security-related activities as part of their roles, which include:

- **Frequent Maintenance Visits:** Parking facility locations are visited by maintenance teams every 1-2 days. These teams address immediate concerns such as garbage collection and the removal of hazardous items such as needles or other substance use paraphernalia. Staff also review and report on security-related items such as lighting, signage, encampment activities, and access control measures.
- **Patrols by Parking Enforcement Officers:** In addition to regular maintenance, TPA Parking Enforcement officers regularly patrol off-street locations to ensure security and parking compliance and make recommendations to increase patrols when heightened security needs are identified.

Investments in Security

OPEX: TPA has made significant operational investments in static and mobile security services to enhance safety and customer service. Between 2020 and 2022, TPA increased Security guard funding by 290 percent. Since 2022, the TPA has maintained the enhanced level of security with a \$3.9 million budget with a 3 percent yearly increase for CPI.

CAPEX: TPA has made significant capital investments in the physical security program and these investments will continue over the next several years. A robust video surveillance and emergency assistance intercom program, with centralized 24/7 monitoring by Corporate Security, is presently being deployed on a phased basis to elevate the safety and security of TPA customers, staff and infrastructure.

- \$4.1 million has been invested in CCTV and surveillance equipment at seven TPA garage locations.
- Four additional garage locations are currently in the procurement process for CCTV installations in 2025.
- Ongoing projects include \$2.7 million currently allocated to vehicle and pedestrian access control systems that enhance security further are targeted for completion in Q2 2025

Partnerships and Collaboration

Corporate Security and TPA collaborate with key partners to address security challenges:

- **Toronto Police Service (TPS):** TPA works with the TPS to deploy paid-duty services when extensive incidents occur or are at a high risk of occurrence.
- **Community Partners:** The TPA coordinates with Toronto Community Crisis Services, Streets to Homes, and other community outreach programs, such as Homes First, to address homelessness and other social concerns.

In addition, Corporate Security will dispatch additional Corporate Security personnel to handle significant incidents when necessary.

Car Park 150 – Community Safety Audit

In response to Council direction, TPA and Corporate Security have worked closely with the local community to conduct a safety audit of Car Park 150, an underground parking facility at 40 Larch Street in the Chinatown community. In response, TPA facilitated a virtual meeting in December 2024 and led a site visit in January 2025 with representatives from two Councillor's offices (University-Rosedale and Spadina-Fort York), the Chinatown BIA, local businesses, faith-based groups, and Corporate Security. TPA also provided feedback and input in response to inquiries and recommendations from local businesses on opportunities to enhance safety and security at the garage.

At the site visit, TPA staff provided an overview of recent investments in the facility, including new LED lighting throughout, as well as upcoming security camera installations and a major state of good repair capital project, scheduled to commence in summer 2025. Community members identified an interest in improving exterior lighting, signage/wayfinding, as well as installing security cameras and duress stations. Discussion expanded beyond security on opportunities to increase utilization of the facility by partnering with local businesses, and tactics to reduce graffiti onsite. Suggestions from the site visit will be reviewed and actioned, where possible, through 2025.

Conclusion and Next Steps

A risk-based security approach aligns with TPA's objectives by focusing efforts on the most significant vulnerabilities and threats, allocating resources where they are needed most. Through collaborative efforts with the appropriate stakeholders, TPA has made significant enhancements to and investments in its security approach. With the goal of ensuring the safe use and operation of facilities by customers, employees, and neighbouring communities, TPA will continue to refine and augment its approaches. Efforts will also focus on reducing incidents in high-risk locations through enhanced monitoring, patrols, and collaboration with community partners.

TPA will continue to work with Corporate Security and City partners on the security of TPA facilities and incorporate improvements, where possible.

CONTACT

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SIGNATURE

W. Scott Collier, President
Toronto Parking Authority

ATTACHMENTS

Attachment 1: Corporate Security and TPA Service Level Agreement
Confidential Attachment 2: Facility Security Matrix