

Modernization Process Updates



LEGEND

TIMELINES

Overall status of the project's planned activities (timelines) based on the anticipated end date

BUDGET

Overall status of the project's available funding and expenditures (actual and planned)

SCOPE

Overall status of the project's ability to meet its goals/deliverables

STAKEHOLDERS

Overall satisfaction and engagement of the internal and external individuals affected by the project

PROJECT STAFFING

Overall status of the number of human resources/people required to deliver the project on time, within budget and to scope



On Track

The status is on track and progressing as planned/expected.



At Risk

The status is either currently or will soon be off track; however, planned mitigation strategies are expected to resolve the issue(s).



Off Track

The status is off track, escalation is required and mitigation strategies are limited or unknown.

Recommendation #1: Connected Officer

Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and eNotebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information.

Project Lead(s)	SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent, PC A. Goodine	Sponsors	D/C P. Yuen. D/C S. Coxon, CAO T. Veneziano
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PROJECT HEALTH										Anticipated End Date: 2019+ (multiple phases)	
● On Track ◆ At Risk ■ Off Track										EXPLANATION OF INDICATORS	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		First year funding has been identified through grant funding. Capital funding beyond the first year still to be identified. Public Safety Broadband Network is a complex undertaking which will involve the collaboration of several law enforcement partners nationally and lies outside the current scope of this project.	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		
●	●	◆	◆	◆	◆	●	●	●	●		

Progress in Last 90 Days

- Executive sponsorship established.
- Concept evaluation commenced to evaluate training, software and technical support.
- 35 mobile devices successfully deployed and in use by frontline members with representation in every police division.
- Member engagement ongoing at all levels of the organization.
- Evaluation continuing for two-factor authentication functionality within a mobile environment to enable secure and encrypted access to information.
- Applications to be used in the first deployment phase have been determined and procurement process for 700 mobile devices & licencing has commenced.
- Planning activities have commenced for Q1, 2018.

Progress in Next 90 Days

- Finalize internal governance (training, procedures, IT support).
- Develop detailed deployment plan and begin phased deployment of devices in Q1 2018.
- Engage members involved in concept evaluation and evaluate feedback.

Beyond 90 Days

- Complete the deployment of 700 devices.
- Establish long-term capital and operational funding requirements.
- Continue development of business applications.
- Establish best practices for program continuation.
- Evaluate and measure success of program.

Recommendation #2: Improved Capabilities Related to Data, Info and Analysis 'Big Data'

Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and eNotebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information.

Project Lead(s) CIV I. Williams

Command Sponsors A/Chief J. Ramer, D/C S. Coxon, CAO T. Veneziano

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	◆	◆	◆	●	●	●	●	●	Definition of scope of the Crime data warehouse to be clarified by TPS & IBM. A Project Change Request was created to reallocate additional IBM resources from existing milestones.

Progress in Last 90 Days

- Request For Information issued for Global Search solution.
- Request For Proposal for Global Search solution being drafted.
- RFS process completed for Senior Programmer/Developer and Business Analyst. Pushpin/ILP business requirement document drafted through workshops.
- Enterprise GIS production environment operational with migration of applications finalized.
- Privacy impact assessment testing completed.
- Validate business and reporting requirements.
- Discussions ongoing with key stakeholders for eGIS regarding migrating Calls for Service data.

Progress in Next 90 Days

- Modelling and development of data sources will be tested.
- Automation of mapping applications
- Geocoding process requirements will be documented
- Finalize Calls for Service data requirements for migration

Beyond 90 Days

- Geocoding processes to be tested.
- Test reporting and dashboard releases planned.

Recommendation #3: Disband TAVIS

TAVIS will be disbanded and existing members will be redeployed to other Service Priorities.

Project Lead(s)	SGT J. McCall	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										● On Track ◆ At Risk ■ Off Track		Anticipated End Date: Jan 2017	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS			
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period				
●	●	●	●	●	●	●	●	●	●				

Progress in Last 90 Days

- Completed as of January 2017

Progress in Next 90 Days

N/A

Beyond 90 Days

N/A

COMPLETED

Recommendation #4: Risk Assessment for Priority Response

Toronto Police Service develop a risk assessment tool to identify non-emergencies that can be addressed through alternative approaches, including redirection to the mandated city department or other agency.

Project Lead(s) SGT P. Jones, PC K. Bassett, CIV M. Everest

Command Sponsors D/C P. Yuen, D/C S. Coxon

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
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Progress in Last 90 Days

- Continued Poof Of Concept (POC) planning with Communications Services for redistribution of radio traffic among three divisions and development of an enhanced process for deployment of Priority, PRU and CISU officers within the new model.

Progress in Next 90 Days

- Development of updated Priority Response staffing model based upon potential new location of District model pilot.
- Further work also to be completed with Communications Services in relation to district radio bands and dispatch model depending upon location of District model pilot.

Beyond 90 Days

- Implementation of Priority Response model in pilot divisions.

Recommendation #5: Alternate Reporting and Follow-up for Non-emergencies

The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need.

Project Lead(s) SGT P. Jones, PC K. Bassett, CIV M. Everest

Command Sponsors D/C P. Yuen, D/C S. Coxon

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	◆	●	●	●	●	●	◆	●	●	City wide CISU roll out on schedule for completion by the end of 2017. Discussions with the city regarding the diversion of non-emergency calls are ongoing, however, there is no incentive for the city to move forward on this initiative

Progress in Last 90 Days

- Continued to work towards completion of the Privacy Impact Assessment (PIA) for Vulnerable Person's Registry (VPR).
- Development version of VPR online reporting software.
- Implementation of CISU in 12, 23, 31, 51, 54 and 55 Divisions. Provided ongoing assistance and guidance to all CISU's to ensure standardized process. Worked with BI on development of CISU Dashboard tool.
- Continued collaboration between TPS Communications and 311 to develop a shared model for response. Established TPS-311 working group and steering committee.
- Setup and staffed CNE booth with TPS Communications and 311 to engage the public on above common messaging.
- Collaboration with local media outlets to raise awareness of 911/311 use.

Progress in Next 90 Days

- End to end testing of Vulnerable Persons Registry software. Development of marketing and awareness strategy. Final preparation for launch of VPR.
- Implementation of remaining CISUs in 13, 14, 52, 53, 11, 22 and 33 Divisions. Ongoing maintenance of CISU processes. Deployment of CISU Dashboard tool. Development of Service-wide CISU call sharing process.
- Implementation of remaining CISUs in 13, 14, 52, 53, 11, 22 and 33 Divisions. Ongoing maintenance of CISU processes. Deployment of CISU Dashboard tool. Development of Service-wide CISU call sharing process.
- Ongoing collaboration with TPS Communications, City of Toronto and 311 Services. Continue to develop and adopt agreed response model.

Beyond 90 Days

- Final development and preparation for launch of Vulnerable Persons Registry.
- Creation of public marketing and internal training strategies and related materials regarding VPR.
- Implementation of CISU call sharing process. Implementation of agreed 311/TPS response. Ongoing collaboration with City, 311 and Communications Services.

Recommendation #6: Improved Public Safety Response

A specialized Public Safety Response Team be formed with a comprehensive mandate that includes extreme event response, public order, search management, and critical infrastructure protection.

Project Lead(s)	INSP F. Barredo	Command Sponsors	A/Chief J. Ramer
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PROJECT HEALTH										● On Track ◆ At Risk ■ Off Track		Anticipated End Date: May 2017	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS			
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period				
●	●	●	●	●	●	●	●	●	●				

Progress in Last 90 Days

- The unit was being organized and developed.
- Personnel, equipment and fixtures were sourced, allocated and assigned.

Progress in Next 90 Days

- The Unit will have been created and operational as of May 1st, 2017.
- This recommendation can be closed.

Beyond 90 Days

N/A

COMPLETED

Recommendation #7: More Efficient Scheduling

We are recommending that the shift schedule known as the Compressed Work Week be reviewed. The current approach requires a consistent deployment, regardless of the time of day or demand patterns, which we believe may limit the Service's ability to deploy resources more flexibly. Changes in this area will require a negotiated change to the collective agreement with the Toronto Police Association.

Project Lead(s) S/SGT Dave Ecklund

Command Sponsors TPSB, D/C B. McLean, D/C S. Coxon

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	◆	●	◆	◆	◆	●	◆	●	

The development and progression of this recommendation is dependent on discussions taking place between the TPA and the TPSB.

Progress in Last 90 Days

- A continuing review of schedules is underway. It is requested that the Toronto Police Services Board (TPSB) resume the work of the Compressed Work Week Joint Committee (CWWJC). An agreement between the TPSB and TPA is required for any changes to the current personnel deployment model required to support various elements of the modernization program. Continued development of potential shift structures is underway.
- Members of STM, Labour Relations, Legal Services and Business Intelligence have held meetings with the TPA and presented several potential shift schedules. The TPA has submitted these schedules to a company they have contracted to measure certain criteria such as Fatigue Indexes. The TPA has indicated that they would like to see a pilot of a new shift schedule for a 1 year period followed by a vote of the membership.

Progress in Next 90 Days

- Meetings between the TPS and the TPA will continue to determine a suitable shift schedule and to select pilot divisions/districts.

Beyond 90 Days

- Progression of this recommendation is dependent on the discussions between the TPSB and the TPA.

Recommendation #8: More Effective Deployment in Vehicles

Using risk and demand analysis, we believe there may be an opportunity to identify situations where unaccompanied officers or response alternatives are more appropriate and will allow for more effective deployment while continuing to ensure officer safety. Changes within the period from 1900 to 0300 will require a negotiated change to the collective agreement with the Toronto Police Association.

Project Lead(s)	S/SGT Dave Ecklund	Command Sponsors	TPSB, D/C B. McLean, D/C S. Coxon
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
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Progress in Last 90 Days

- Continued business process redesign in conjunction with Recommendation #4 is underway.

Progress in Next 90 Days

- It is requested that the Toronto Police Services Board (TPSB) resume the work of the joint committee as agreement between the TPSB and Toronto Police Association (TPA) is required for any changes to the current personnel/vehicle deployment model required to support various elements of modernization.
- Continued business process redesign to fit with new model of policing.

Beyond 90 Days

- Progression of this recommendation is dependent on the discussions between the TPSB and the TPA.

Recommendation #9: A Risk-based Response to Special Events

The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need.

Project Lead(s) S/SGT M. Perreault

Command Sponsors A/Chief J. Ramer

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	■	●	●	●	●	◆	◆	◆	■	An appropriate staffing model is required to fully assess the risks to the city's special events. Requests for resources have been made. At present, full adoption of the risk-based approach remains critically dependent on changes to Provincial statutes and legislation.

Progress in Last 90 Days

- The retirement of one Constable (not replaced), a protracted illness for a second, and the temporary reassignment of the Sergeant to the Priority Response Group, has resulted in a 30% staffing reduction at Public Safety – Special Events.
- The resignations of 2 clerks and the loss of 3 other members to various medical issues have resulted in a 42% staffing reduction at the CPDO. As such, there remains a significant lack of personnel required to implement these changes in any effective manner. Work on this recommendation is suspended pending the injection of suitable resources.

Progress in Next 90 Days

- Requests have been made for any accommodated members with the necessary knowledge, skills, and abilities or the capacity to learn quickly, through OHS, MAS, and to the Inspector tasked with the review of accommodated members.
- The matter has been escalated to the Deputy Chief in an effort to find a long term solution.

Beyond 90 Days

- Work on this recommendation is suspended pending the injection of suitable resources.

Recommendation #10: A More Efficient Retail Response

Recommendation from Interim Report: Toronto Police Services Board seek the Government of Ontario's approval to appoint and train selected security guards at major shopping malls as Special Constables. These individuals will be authorized to process and release arrested individuals in designated non-emergency situations.

Project Lead(s)	S/SGT M. Perreault	Command Sponsors	A/Chief J. Ramer
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PROJECT HEALTH										Anticipated End Date: N/A	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		

Progress in Last 90 Days

- RECOMMENDATION REMOVED

Progress in Next 90 Days

N/A

Beyond 90 Days

DISCONTINUED

Recommendation #11: Disband the Transit Patrol Unit

Disbanding the Transit Patrol Unit. The Unit was originally established to supplement the day-to-day role of Divisions to respond to calls for service related to Toronto Transit Commission vehicles, subways and properties. However, this role is no longer required since the Toronto Transit Commission now has Special Constable Program in place. Transit Patrol Unit members will be redeployed to other priorities.

Project Lead(s)	SGT J. McCall	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										Anticipated End Date: Jan 2017	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		

Progress in Last 90 Days

- Unit disbanded as of Jan 2017

Progress in Next 90 Days

N/A

Beyond 90 Days

N/A

COMPLETED

Recommendation #12: Alternate Delivery of the Lifeguard Program

Toronto Police Service Lifeguard Program and its \$1.1 million budget become the responsibility of the appropriate department of the City of Toronto. This program provides lifeguard services on Toronto beaches while the City of Toronto provides lifeguard services for the rest of the city. Civilian staff currently supporting this program will be redeployed to other priorities.

Project Lead(s)	CO S. Cairns	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										Anticipated End Date: 2019
● On Track ◆ At Risk ■ Off Track										
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	N/A
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- Job shadowing for the 2018 season has completed.
- City Manager's report to the Executive Committee was adopted October 24, 2017.

Progress in Next 90 Days

- Budget for Lifeguards will be transferred to the City in November 2017.
- TPS will continue to maintain boats and equipment relating to the program until September 30th, 2019.
- TPS and the City will meet to determine cost-recovery and the transfer of the equipment.

Beyond 90 Days

- Equipment relating to Lifeguard program will be transferred to the City September 30th, 2019

Recommendation #13: Alternate Delivery of the School Crossing Guard Program

The School Crossing Guard Program, with its \$6.8 million budget, become the responsibility of the City of Toronto, or an alternative. Currently, the Toronto Police Service administers the program and sends officers to fill in when crossing guards are unexpectedly absent. This recommendation will allow members that support the program to be redeployed to other priorities.

Project Lead(s)	CO S. Cairns	Sponsors	D/C P. Yuen, CAO T. Veneziano
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PROJECT HEALTH										Anticipated End Date: 2019	
● On Track ◆ At Risk ■ Off Track											
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	City has indicated in its report to the Executive committee that it will not be able to take the program for the 2018-2019 school year. If frontline officers attend unguarded crossings there is an impact to TPS operations and budget.	
●	■	●	◆	●	◆	●	●	●	●		

Progress in Last 90 Days

- The City has proposed a timeline to push the transfer of the program from September 2018 to September 2019.
- City Manager's report to the Executive Committee was adopted October 24th, 2017.

Progress in Next 90 Days

- Meeting with the City to determine how the delay of the program transfer will be managed.
- Goal of TPS is to not have frontline officers deployed to cover unguarded crossings for the 2018/19 school year.

Beyond 90 Days

- Plan in place to no longer have unguarded school crossings covered by frontline officers.
- City will assume the program for the 2019/2020 school year

Recommendation #14: Using Traffic Technology Enforcement to Improve Public Safety

The City of Toronto implement traffic enforcement cameras that are owned and operated by the City of Toronto, in school zones and areas identified as having higher collision rates, as a way of modifying driver behaviour and reducing risks. This recommendation means that our city will use all of the tools it can to provide the right mix of prevention, enforcement, and response.

Project Lead(s)	SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent, PC A. Goodine	Command Sponsors	D/C P. Yuen, CAO T. Veneziano
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	N/A

Progress in Last 90 Days

- Collaboration with City officials commenced through TSV liaison and STM members.
- City of Toronto on track with timelines and deployment of expanded Red light enforcement program.

Progress in Next 90 Days

- TPS and City of Toronto to discuss extended technology applications and determine viability.

Beyond 90 Days

- TBD

Recommendation #15: Overhauling Paid Duties

An overhaul of the Paid Duty process. The current process is not well understood and often puts the reputation of the Toronto Police Service at risk. A recommendations for a risk assessment model to ensure that off-duty police officers are only utilized in a paid duty capacity where the skills, authorities, and training of a police officer are necessary. We will also be clear about those situations where private security is the appropriate alternative.

Project Lead(s)	S/SGT M. Perreault, SGT J. McCall	Command Sponsors	A/Chief J. Ramer
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PROJECT HEALTH ● On Track ◆ At Risk ■ Off Track **Anticipated End Date: 2019**

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
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Changes to section 134 of the Highway Traffic and a variety of associated Ontario Regulations are required, affecting timelines. At present, under-staffed on-duty resources continue to be required in support of commercial paid duty requirements. Additional staffing is required to operationalize new processes. Efforts are currently underway to seek out suitable candidates

Progress in Last 90 Days

- The retirement of one Constable (not replaced), a protracted illness for a second, and the temporary reassignment of the Sergeant to the Priority Response Group, has resulted in a 30% staffing reduction at Public Safety – Special Events.
- The resignations of 2 clerks and the loss of 3 other members to various medical issues have resulted in a 42% staffing reduction at the CPDO. As such, there remains a significant lack of personnel required to implement these changes in any effective manner.
- Work on this recommendation is suspended pending the injection of suitable resources.

Progress in Next 90 Days

- Requests have been made for any accommodated members with the necessary knowledge, skills, and abilities or the capacity to learn quickly, through OHS, MAS, and the Inspector tasked with the review of accommodated members.
- Additionally, a capable member of the PACER team was approached, in anticipation of a return to the field. This member is also not available. The matter has been escalated to the Deputy Chief in an effort to find a long term solution.

Beyond 90 Days

- Work on this recommendation is suspended pending the injection of suitable resources.

Recommendation #16: City-wide Divisional Boundary and Facility Realignment

The Toronto Police Service will begin a phased redesign of its Divisional structure and alignment of facilities. The redesign will follow the principle of lifting all boundaries from the city map, and then using demand and workload modelling to draw new boundaries and facility locations that take into account the boundaries of Toronto's 140 neighbourhoods, and coordinate better with the planning of other city and provincial services.

Project Lead(s)	SGT T. McCord, PC M. Bulford, PC J. Makhoulouf	Command Sponsors	A/Chief J. Ramer, D/C S. Coxon, D/C P. Yuen, CAO T. Veneziano
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PROJECT HEALTH										Anticipated End Date: 2019+ (multiple phases)	
● On Track ◆ At Risk ■ Off Track											
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Implementation plans for consolidated CIB in the North West Divisions (12, 23 and 31) currently on hold while Command determines Service-wide schedule. Buy-in from internal stakeholders to be addressed in coming weeks. Additional project staff required for detailed planning and implementation of new divisional boundaries.	
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Progress in Last 90 Days

- Options for new proposed divisional boundaries and facilities realignment have been prepared based on key internal and external stakeholder inputs, including Communications Services.
- Proposed boundaries will be shared with Senior Officers for feedback.
- Staffing models for consolidated CIB in the North West involving 12, 23, and 31 Divisions and Officer selection process completed.
- Planned North West implementation for January 22nd, 2018 to be confirmed.

Progress in Next 90 Days

- Proposed boundaries will be shared with Senior Officers for review and feedback; 3-week engagement "roadshow" with Senior Officers scheduled for late November/early December.
- Work with Facilities to develop detailed budget and timeline.
- Development of consolidated CIB business cases from the following districts: 22/11, 12/23/31, 32/33 and 53/13.
- Determination of Service-wide rollout plan for consolidated CIBs.

Beyond 90 Days

- Implementation of consolidated CIBs within select Districts to occur between Q1 of 2018 and Q1 of 2019.

Recommendation #17: More Accessible and Transparent Information and Services

As the Divisional map is redesigned, we are recommending an investment in modern technology to offer the public open access to information and tools that communities can use to improve neighbourhood safety.

Project Lead(s) CIV I. Williams

Command Sponsors A/Chief J. Ramer, D/C S. Coxon, D/C P. Yuen

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2017+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	N/A

Progress in Last 90 Days

- Added TPS budget information on the open data portal along with a link to the TPS budgetary web page.
- Included monthly Toronto Police Services Board reports to the open data portal.

Progress in Next 90 Days

- Launching of a new mapping applications of the open data portal:
 - year-to-date crime data
 - year-to-date traffic fatalities data

Beyond 90 Days

- Continuing to work with City of Toronto for traffic-related data.

Recommendation #18: Moratorium on Hiring and Promotions

A carefully managed moratorium on hiring and promotions between ranks for officers and civilians over the next three years while the Service designs and deploys the new service delivery model. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model, and the leanest possible management structure.

Project Lead(s)	CO S. Cairns	Command Sponsors	D/C B. McLean, CAO T. Veneziano
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PROJECT HEALTH										● On Track ◆ At Risk ■ Off Track		Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS			
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Initial analysis indicates that the rate of attrition is occurring at a higher rate than planned. In order to meet unit-specific staffing standards, the Service has decided to utilize their authority under this recommendation to hire members when operationally required.			
◆	◆	◆	◆	●	●	■	◆	●	●				

Progress in Last 90 Days

- Review of Divisional staffing levels allowing for overtime when required.
- Review of current establishment of Communication Operators to ensure adequate staffing levels ongoing.
- Review of all uniform and civilian supervisory acting assignments ongoing.
- Promotions have occurred and job call for Cadet-In-Training is still open.

Progress in Next 90 Days

- Staffing numbers will be monitored.

Beyond 90 Days

- Staffing numbers will be monitored.

Recommendation #19: Assessing Information Technology Requirements

The Toronto Police Service will retain an external expert advisor to review potential efficiencies, alternative service delivery models, and future trends for information technology in policing. The advice will include immediate efficiencies that may be possible through benchmarking, as well as an Information Technology Unit organizational assessment and identification of opportunities for alternative service delivery mechanisms.

Project Lead(s)	CIV C. Giannotta	Command Sponsors	CAO T. Veneziano, A/S/SUPT F. Bergen
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PROJECT HEALTH										Anticipated End Date: 2017 – 2019	
● On Track ◆ At Risk ■ Off Track											
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Scheduling delays occurred with change in Command which pushed out delivery and commitment dates.	
●	◆	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- Steering Committee for 3 year IT Strategic Plan created and kick-off meeting and interviews with Command completed. Meetings with stakeholders completed for current capabilities assessment.
- Results will be presented to the Steering Committee on October 27th. Needs & Opportunities, and Alternative Assessment workshop with the Steering Committee is also schedule for October 27th.
- Business Relationship Management Business case to be discussed with CAO on November 9th.
- Communication and presentation for BRM to stakeholders delayed until after discussions with the CAO.

Progress in Next 90 Days

- Needs & Opportunities, Alternative Assessment to form Strategic Initiatives (Charters, High level plans) Strategic Roadmap & Recommendations based on alignment with TPS business priorities and requirements, agreed upon E&Y recommendations and Shared Services directions.
- Finalize BRM mandate, function, roles, job descriptions.

Beyond 90 Days

- Communicate plan, develop business cases and detailed plans as needed based on the IT Strategic Plan and roadmap for initiatives, projects, changes and improvements to the organization and service delivery.

Recommendation #20: Alternate or Shared Delivery of Court Services

The Toronto Police Service will fully assess whether alternatives exist that can reduce costs while ensuring that the Toronto Police Service fulfills its court security obligations under the Police Services Act.

Project Lead(s)

CO S. Cairns

Command Sponsors

D/C S. Coxon, CAO T. Veneziano

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	◆	●	●	●	◆	●	●	●	●	

Progress in Last 90 Days

- The City selected a vendor to conduct the cost/benefit analysis.
- Subject matter experts have been identified at Court Services.
- External stakeholders have also been identified.
- Communication documentation have been drafted and we will work with the Consultant to ensure they are in line with their scope of work.

Progress in Next 90 Days

- Work will begin on the cost/benefit analysis and the final report will be delivered to the City January 2018.

Beyond 90 Days

- Alternate of shared delivery of Court Services can be better determined once cost/benefit analysis is reviewed.

Recommendation #21: Alternate or Shared Delivery of Parking Enforcement

The Service fully assess whether there are better alternatives to the current Parking Enforcement Unit that will lower operating costs – as has also been recommended by previous reviews. The Parking Enforcement Unit budget is wholly separate from the Toronto Police Service’s annual operating budget.

Project Lead(s)	CO S. Cairns	Command Sponsors	D/C P. Yuen, CAO T. Veneziano
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PROJECT HEALTH										On Track At Risk Off Track		Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS			
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	The City has been delayed in signing a contract with the consultant conducting the Cost/Benefit Analysis. Contract was not signed until October 23rd, 2017. This created a blackout period and impacted stakeholder communications			

Progress in Last 90 Days

- The City selected a vendor to conduct the cost/benefit analysis.
- Subject matter experts have been identified at Parking Enforcement.
- External stakeholders have also been identified.
- Communications have been drafted and we will work the Consultant to ensure they are in line with their scope of work.

Progress in Next 90 Days

- Work will begin on the cost/benefit analysis and the final report will be delivered to the City January 2018.

Beyond 90 Days

- Alternate of shared delivery of Parking Enforcement can be better determined once cost/benefit analysis is reviewed.

Recommendation #22: Alternate or Shared Delivery of Background Screenings

The expanded use of contract agents to conduct background screening as part of the Toronto Police Service's hiring process. The current approach involves a combination of officers and contract agents. Officers who are currently part of this function would be redeployed to other priorities.

Project Lead(s)	CO S. Cairns	Command Sponsors	D/C B. McLean
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- In June, the CSMC approved the continued use of retired police officers (contract agents) to conduct background screenings. Human Resources continues to monitor the efficiency and the expansion of using the contract agents.
- A Request for Proposal will not be issued.
- **Recommendation can now be marked as completed.**

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation #23: Investment in 9-1-1

Consultation with the City of Toronto on implementing a 9-1-1 cost recovery fee that would recoup the cost of providing these services to all land and wireless telephone users. The recovery fee would also provide the foundation for future investments in new 9-1-1. The costs to staff, operate and maintain these operations are covered through the Service's budget. At present 9-1-1 cost recovery fees are in place in eight other provinces.

Project Lead(s) SGT P. Jones, PC K. Bassett, CIV M. Everest

Command Sponsors D/C S. Coxon, CAO T. Veneziano

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	◆	●	●	●	●	●	◆	●	◆	

Progress in Last 90 Days

- No new progress to report.

Progress in Next 90 Days

- Determine likelihood of obtaining a written position from the City of Toronto and Province of Ontario regarding 911 Cost Recovery.
- Address the need with the City of Toronto for additional funding for implementation of Next Generation 911 (NG911) technology.

Beyond 90 Days

- Based on responses from the City and Province, plan to develop a long term strategy to encourage the implementation of 911 Cost Recovery fees.

Recommendation #24: Comprehensive Culture Change and Human Resource Strategy

A comprehensive approach to culture change that considers all the ways in which culture is embedded in the organization. The culture change starts from within, how the TPS operates and manages as a public service organization. It also involves an external focus in terms of how the TPS services and engages with the public, stakeholders and partners.

Project Lead(s)	SGT. R. Baker, PEO E. Ratnakumar	Command Sponsors	D/C B. McLean, D/C S. Coxon
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PROJECT HEALTH										Anticipated End Date: ONGOING	
● On Track ◆ At Risk ■ Off Track											
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Timelines for Culture Assessment are very aggressive though currently on track. One time funding has been identified; currently working to identify long-term funds to support the extended 7 year plan. A backfill resource for The PHIX has not yet been identified.	
●	◆	●	◆	●	●	●	●	●	◆		

Progress in Last 90 Days

- The vendor for the Organizational Culture Assessment was selected through an RFP process and work commenced on October 27th.

Progress in Next 90 Days

- Vendor will collect inputs on organizational background and conduct surveys and interviews with Service members to assess current state and summarize future state organizational culture.
- Vendor will also survey a sample of community groups, 140 neighbourhoods and other external stakeholders to provide input on their perspectives on current state organizational culture within the Service.
- Comprehensive and inclusive stakeholder engagement tactics will ensure multiple internal and external groups can participate.














Beyond 90 Days

- The results from the engagement activities will be analysed to provide insights into the gap assessment (between current and future state) and provide recommendations.
- These recommendations will inform leaders in designing appropriate strategies to facilitate ongoing culture change within the Service.

Recommendation #25: Public Engagement Strategy

We are recommending that the Service come forward with a broad, inclusive and ongoing public engagement strategy for modernization. This strategy should incorporate opportunities for individual residents, make effective use of the existing Community Police Liaison Committees and Chief's Consultative Committees, and involve community groups and agencies, youth workers, and youth from different neighbourhoods.

Project Lead(s)	SGT K. Lee, PC D. Cox	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										 On Track  At Risk  Off Track		Anticipated End Date: ONGOING	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS			
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Additional focus on internal/membership engagement is required before external engagement strategies can be fully launched (through we will continue to ensure the Public is engaged as required in the interim).			
													

Progress in Last 90 Days

- Conducted a 10 day public engagement effort at the CNE regarding what number to call when (311 - 911).
- Provided information to Price Waterhouse Coopers on modernization efforts.
- Engaged in 54 and 55 Division Site Location Consultation through public forums and social media engagement.
- Attended CPAC (Chinese Professionals Association of Canada) conference to speak about Transformational Task Force report.
- RFP for Virtual Town Hall Meeting Services issued on MERX to select a qualified vendor. Expected start date for the vendor is late November.

Progress in Next 90 Days

- Community Consultation on new 54 /55 Division project. Engagement with the community on upcoming Cultural Assessment and related focus groups.
- Messaging to the public about when to call 311 or 911.
- Virtual Town Hall meeting services underway for various initiatives.

Beyond 90 Days

- Virtual Town Hall meetings with community members and external stakeholders.
- Messaging for Cultural assessment external stakeholder group .
- Ongoing Social media presence to update community on 54 / 55 Division progress, new District model and potential boundary changes.
- Virtual Town Hall meeting services underway for various initiatives.

Recommendation #26: Service Engagement Strategy

We are recommending intensive and meaningful engagement with Service members on implementation as an essential part of modernization, and as an opportunity for the leaders of the Service to demonstrate culture change in action. Members should have the chance to speak candidly, feel their input matters and have opportunities for collaboration on questions of design and implementation.

Project Lead(s)	SGT K. Lee, PC D. Cox	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										On Track At Risk Off Track		Anticipated End Date: ONGOING	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS			
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	N/A			

Progress in Last 90 Days

- Ongoing engagement with management at 12 , 23 and 31 Division in relation to the District model.
- Meeting with CSMC to discuss updates on recommendations.
- Social media engagement on 54 / 55 Division site location consultations. Assisted in Communication Strategy for People Plan developed by Human Resources.
- Updates to the Way Forward Website, continued emails to members about modernization initiatives. Engaging Service members about the redesign and development of the public and internal websites.

Progress in Next 90 Days

- Development of Stakeholder engagement progress chart.
- Engagement with Divisional unit commanders and senior management on territorial optimization and boundary realignment.
- City-wide engagement with S/Sgts on recommendations from the TTF Report.
- Service-wide engagement with frontline personnel about the District Model as well as the People Plan from Human Resources.
- Engaging Communications Unit about 311 / 911 updates.
- Engaging Service members about the redesign and development of the public and internal websites.

Beyond 90 Days

- Service wide engagement on cultural assessment.
- Continued communication with internal members, with a focus on cultivating change agents in the field.
- Continued use of Social Media, internal and external websites for messaging.

Recommendation #27: Association (TPA and SOO) Engagement Strategy

We are recommending substantive engagement on implementation with the **Toronto Police Association** and the **Senior Officers' Organization** in the months ahead. These discussions should respect the important role that these two organizations play in representing their respective memberships and the role of the Board and the Service's senior leadership in representing the public interest.

Project Lead(s)	SGT K. Lee, PC D. Cox	Command Sponsors	A/Chief J. Ramer, D/C B. McLean
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PROJECT HEALTH										Anticipated End Date: ONGOING	
● On Track ◆ At Risk ■ Off Track											
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	N/A	
●	●	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- Representatives of the Association are assigned to each recommendations. They have provided input for the recommendations being brought forward, and are actively involved in working groups.

Progress in Next 90 Days

- Strategy Management will continue to engage with the Toronto Police Association (TPA) and the Senior Officers Organization (SOO).

Beyond 90 Days

- Strategy Management will continue to engage with the TPA and SOO.

Recommendation #28: Establishing New Pathways of Accountability

We are recommending four mutually reinforcing actions to establish new pathways of accountability that are peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.

Project Lead(s) A/S/SUPT F. Bergen

Sponsors

A/S/SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2020

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	

Progress in Last 90 Days

- The TPS College is currently conducting further research to determine an appropriate strategy and next steps.
- This recommendation is ongoing and long term.

Progress in Next 90 Days

Beyond 90 Days

- Regular meetings with the Toronto Police College to update the TPSB and track progress on project implementation.

Recommendation #29: Board-Appointed Change Management Advisor

We are recommending four mutually reinforcing actions to establish new pathways of accountability that are peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.

Project Lead(s) TPSB

Sponsors

TPSB

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- An independent Change Management Advisor, was hired in August 2017 by the TPSB and is currently working with STM.

Progress in Next 90 Days

- The Change Management Advisor will continue to assess change management practices within the TPS and offer guidance based on his expertise and experience.

Beyond 90 Days

- The Change Management Advisor will continue his assessment until the end of his contract in August 2018, unless extended for six months as per his contract.

Recommendation #30: People Management Strategy

We are recommending a comprehensive people management and HR strategy for the Service that includes significant changes to:

- The roles, functions and structure of the Service’s Human Resources unit to enable it to play a more modern and strategic role.
- HR policies, processes, analytics and tools that will enable modernization of service-delivery and deployment changes.

Project Lead(s)	HR Consultant Silvia Stancovic	Command Sponsors	D/C B. McLean
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PROJECT HEALTH										Anticipated End Date: 2019	
● On Track ◆ At Risk ■ Off Track											
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	One time funding has been identified; currently working to identify long-term funds (e.g. to support staffing of new HR pillar).	
●	●	◆	◆	●	●	●	●	●	●		

Progress in Last 90 Days

- The People Plan has been finalized and approved by the Board.
- The Organizational Structure Implementation, a key initiative under the People Plan has begun, including the development of a Workforce Transition Plan.
- Additional People Plan initiatives also underway include the Competency Framework, the Mentorship / 360 Program, Job Descriptions, and Core Values.
- HR Project Manager has been hired and on-boarded. Recruitment for 7 key positions in the new structure is underway, focused on filling the vacancies on the HR Leadership team.

Progress in Next 90 Days

- HR Leadership to review, modify or develop job descriptions for their teams under the new structure in preparation for the next phase of recruitment.
- Ongoing development and launch of key initiatives.
- Complete the PEM Grant application for 2018 to 2019.
- Launch of additional initiatives, including Performance Management, Accommodation Strategy, Communications Strategy, Service Delivery Transformation, Service Redeployment Strategy, and Talent Acquisition Strategy..














Beyond 90 Days

- Begin next phase of HR staff recruitment (up to 29 positions).
- Initiation of additional initiatives including the Wellness Strategy, Professional Development Program and Promotional Process.

Recommendation #32: Modernization Scorecard

We are recommending an initial Modernization Scorecard. When fully realized, it will be comprehensive, transparent, accessible to all and an example of culture change in action.

Project Lead(s)	SGT K. Lee, PC D. Cox	Sponsors	A/S/SUPT F. Bergen
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PROJECT HEALTH										 On Track  At Risk  Off Track	Anticipated End Date: ONGOING
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		
											N/A

Progress in Last 90 Days

- Scorecard has been updated. Diversity and Inclusion has conducted a Service wide Census to collect data that will update the scorecard accordingly.

Progress in Next 90 Days

- Analysis of data from Census, as well as employee engagement survey, will help to assess progress.

Beyond 90 Days

- Continued updates on modernization scorecard as information becomes available.

Recommendation #33: Neighbourhood Officer

The centrepiece of the new service delivery model will be a renewed, more integrated and intensified investment in building safe communities and neighbourhoods, with officers focused on local problem solving. A key part of this new model is the proposal that every one of the City of Toronto's 140 identified neighbourhoods will have named, uniformed officers assigned to them on a long-term basis.

Project Lead(s) PC D. Gracey

Command Sponsors D/C P. Yuen, D/C S. Coxon

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	●	●	●	●	●	◆	◆	◆	<p><u>Timelines:</u> PEM grant funding will dictate strict timelines to achieve many of the deliverables with regard to this recommendation</p> <p><u>Project Staffing:</u> Additional resources are required to build the processes and structure of the neighbourhood officer program.</p>

Progress in Last 90 Days

- Various projects have commenced using PEM grant funding to hire external companies. Such projects include the development of crime prevention material, stakeholder engagement and community outreach to assist in establishing a Neighbourhood Officer job profile, procurement of bicycles and emergency lighting/siren kits for downtown CRU/Neighbourhood Officers and redesign of Neighbourhood Officer uniforms.
- STM members have met with Deputy Yuen and DPSU to discuss the Neighbourhood Officer initiative.
- Members of STM have presented to the CSMC and SMT updating them on current progress.

Progress in Next 90 Days

- Awarding of contracts to vendors based on remaining PEM grant initiatives will continue.
- Members of STM and DPSU have been tasked by Deputy Yuen to begin the process of creating a Neighbourhood Officer profile which will include, but is not limited to, a staffing model, job profile and determination of resources required.

Beyond 90 Days

- Once a sustainable Neighbourhood Officer Program is designed and approved by Command, the process of filling these roles and deploying the required officers will commence.