

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.

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|------------------------|--|-----------------|---|
| 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 | | | | | | | | | | ● 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 | 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. | | | |
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Progress in Last 90 Days

- Finalized internal governance (training, procedures, IT support).
- Ambassador members' feedback has been collected, collated and developed into future production planning.
- Developed detailed deployment plan to support phased deployment of devices.
- Commencing on Jan 31st 2018, officers at 51 Division will receive mobile devices.
- Members at all 17 Divisions are aware of what to expect with the mobile devices
- A unified communication strategy is being developed.
- Training was developed by TPS Forensic Identifications Unit to utilize the camera functionality of the mobile device as a digital evidence gathering tool.

Progress in Next 90 Days

- Deployment will continue through February equipping all officers at 51 Division with mobile devices.
- The process evaluation phase begins January 31st. Feedback from members will be incorporated into efficient process development.
- Training will continue with members receiving mobile devices, to assist them with the operational needs. (Deployment training)
- Measurements and submission to Province of findings to support PEM grant.
- Continued development with Communications Unit to optimize Computer Aided Dispatch (CAD) functionality in the mobile environment (photos/video).

Beyond 90 Days

- Research will commence on mobile work stations, working towards a modernized solution for 2020.
- Determine next divisional deployment location
- Align organizational goals with Connected Officer initiatives to ensure efficiency is realized
- Metrics will be gathered internally and externally to assist in the evaluation of effectiveness of the Connected Officer Program.
- Configuration of business applications leading to implementation in the mobile environment.
- Establish partnerships with stakeholder agencies to support development of a robust Mobile vision and shared best practices.

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

Toronto Police Service support the new service delivery model with a strengthened capacity to collect, measure, and evaluate data from a wide range of internal and external sources, including an improved capacity to model demand and workload as well as analytics of large complex data sets ("big data"). With this ability, the Service will be better able to deliver evidence-based policing services, in a way that is proportional, appropriate, and sustainable.

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| Project Lead(s) | CIV I. Williams | Command Sponsors | D/C J. Ramer, D/C S. Coxon, CAO T. Veneziano |
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| PROJECT HEALTH | | | | | | | | | | Anticipated End Date: 2018 | |
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| 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. | |
| At Risk | At Risk | At Risk | At Risk | At Risk | On Track | On Track | On Track | On Track | On Track | | |

Progress in Last 90 Days

- Global Search – Preparing RFP
- Master Data Management – Completing requirements and project outline. Developer and Business Analyst hired gathering requirements
- PushPin / ILP – Requirements gathered for Pushpin. Design to commence
- eBI – realization of the remedy plan agreed between the Service and I.B.M. A project change request has been initiated to capture the scope adjustment and milestone schedule impacts.
- Enterprise GIS – requirements for geocoding completed and sent to IT for review. Discussions with City regarding data collaboration underway.

Progress in Next 90 Days

- Post Global Search RFP.
- GeoEvent server deployment on production environment.
- Pushpin Design underway.
- Finalize centralized geodatabase requirements.
- Governance for EAP underway.
- Situational awareness project deployment.
- GIS Steering Committee to be established.

Beyond 90 Days

- Evaluate Global Search RFP submissions.
- GeoEvent server deployment on production environment.
- Pushpin Design Testing
- Finalize centralized geodatabase testing.
- Governance for EAP completed.

Recommendation #3: Disband TAVIS

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

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| 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 | |
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| 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

- 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 |
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| Last Period | Current Period | Last Period | Current Period | Last Period | Current Period | Last Period | Current Period | Last Period | Current Period | |
| ◆ | ◆ | ● | ● | ● | ● | ● | ● | ● | ● | Awaiting direction on the location and scope of the Priority Response pilot, either 32/33 or 12/23/31. Discussions with the City regarding the diversion of non-emergency calls are ongoing. The City must have the proper resources in place to manage the expected increase of calls and service requests. |

Progress in Last 90 Days

- Decision was made by Command to move Consolidated CIB model to 32/33 Division instead of 12, 23, 31 Division.
- Continued collaboration between TPS and the City to develop a shared model of response to non-emergency calls .
- The response model to non-emergency calls is intended to be adopted by both the City (311 Toronto, MLS and Transportation Services) and TPS (Communications Services, Public Safety Command).
- The joint working group is assessing City and TPS call data in order to estimate the impact of future changes.

Progress in Next 90 Days

- Confirmation to be obtained about which Division(s) will host the pilot for the Priority Response Model. Direction will also be obtained regarding the scope and length of time that the model will be piloted. Communication Services will need to be updated as this will have an impact upon their operations.
- Collaboration with TPS, City of Toronto and 311 Services will continue. The Working Group and Steering Committee will continue to work towards finalizing and adopting the shared response model that has been developed by the group.

Beyond 90 Days

- Pilot of priority response model in chosen Division(s), monitoring and support followed by evaluation and review, adoption of shared City/TPS approach to non-emergency calls.

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 | |
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Progress in Last 90 Days

- New CISU's Implemented in 13, 53 and 33 Divisions. Provided ongoing assistance and guidance to all CISU's to ensure standardized processes. Worked with Business Intelligence, Human Resources and Communications Services on development of CISU Dashboard statistical tool.
- Continued to work towards completion of the Vulnerable Person's Registry (VPR). VPR Working Group was formed consisting of RMS, ITS, BCM, Governance and Information Security to identify any issues to be resolved prior to implementation. Records Release and Legal Services were also added to the group and provided necessary input.

Progress in Next 90 Days

- BIA identified the need for standardized HRMS Org Group codes for CISU personnel to capture accurate stats in the CISU Dashboard Tool. Human Resources identified the need for the CISU to be recognized as established sub-units for them to create new HRMS Org Group codes. A 649 has been drafted to obtain confirmation from Command that the CISU will be an established divisional sub-unit to close this loop.
- Governance has begun drafting a new Service policy in relation to the Vulnerable Persons Registry (VPR). Legal Services is reviewing the VPR process and a Versadex VPR report that will be required for testing and launch. End to end testing of software related to the VPR process will then take place. Once completed, Corporate Communications to develop the external messaging and awareness campaign for VPR release.

Beyond 90 Days

- Launch of the CISU Dashboard tool, marketing, awareness and launch of the Vulnerable Persons Registry.

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 D/C.J. Ramer

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: May 2017

| TIMELINES | | BUDGET | | PROJECT SCOPE | | STAKEHOLDERS | | PROJECT STAFFING | | EXPLANATION OF INDICATORS |
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| 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

- 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.

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| 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) | |
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| 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, unless done outside of Collective Agreement. TPA indicates a 1 year pilot would be required for any new schedule, as well as a vote by membership. | | | |
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Progress in Last 90 Days

- There has been no progress in that last 90 days.

Progress in Next 90 Days

- Sub-Committee meetings will be scheduled with the TPA to further discuss scheduling options.

Beyond 90 Days

- Continued discussions with the TPA to come to an agreement on scheduling options and implementation.

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.

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| 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 |
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| 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

- There has been no progress in that last 90 days.

Progress in Next 90 Days

- Monitor progress of the implementation of other TTF recommendations in order to identify a suitable timeframe to re-engage this recommendation.

Beyond 90 Days

- Monitor progress of the implementation of other TTF recommendations in order to identify a suitable timeframe to re-engage this recommendation.

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 J. Darbyshire

Command Sponsors D/C J. Ramer

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2018

| TIMELINES | | BUDGET | | PROJECT SCOPE | | STAKEHOLDERS | | PROJECT STAFFING | | EXPLANATION OF INDICATORS |
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| 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

- There has been no progress on this recommendation in the last 90 days.
- Work on this recommendation was suspended pending the injection of suitable resources.
- The matter had been escalated to the Deputy Chief in an effort to find a long term solution.

Progress in Next 90 Days

- Currently under review by Special Events to determine how to move forward given its current staffing environment.

Beyond 90 Days

- Work on this recommendation is suspended pending the review by Special Events.

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.

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| Project Lead(s) | S/SGT M. Perreault | Command Sponsors | D/C.J. Ramer |
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| PROJECT HEALTH | | | | | | | | | | Anticipated End Date: N/A | |
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| 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

- RECOMMENDATION REMOVED

Progress in Next 90 Days

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.

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| 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 | |
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| 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

- Unit disbanded as of Jan 2017

Progress in Next 90 Days

Beyond 90 Days

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.

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| 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 | |
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| ● 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 Council approved the transfer of the Lifeguard Program to the City. The City is actively working, with the support of the TPS, to transition the program in preparation for the 2018 season. | |
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Progress in Last 90 Days

- Actively working with the City to establish a Service-level agreement regarding the management of equipment for the 2018 season.
- The supplies, equipment and fleet requirements have been identified.
- TPS will continue to prepare equipment required and will provide assistance throughout the 2018 season.
- Expenses and hours spent on the Lifeguard program by the TPS are being tracked for cost recovery.

Progress in Next 90 Days

- TPS will continue to prepare equipment required and will provide assistance throughout the 2018 season.
- Expenses and hours spent on the Lifeguard program by the TPS are being tracked for cost recovery.

Beyond 90 Days

- TPS will work with the City to transfer the remaining portions of the program to the City for the 2019 season.

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.

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| Project Lead(s) | CO S. Cairns | Sponsors | D/C P. Yuen, CAO T. Veneziano |
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| PROJECT HEALTH | | | | | | | | | | On Track At Risk Off Track | | Anticipated End Date: 2019 | |
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| 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 Council approved the transfer of the school crossing program to the City starting August 1, 2019. Alternate measures are being considered to discontinue the use of police officers as back-fill for crossing guard vacancies. | | | |
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Progress in Last 90 Days

- The City has established a Steering Committee and working groups that includes TPS representation to manage the transition of the school crossing guard program.
- Communications to current guards being drafted.
- Alternate measures have been considered for filling in vacant school crossings for the 2018-2019 school year.
- Project Charter drafted.

Progress in Next 90 Days

- Communication will be issued to members and the public about the transition of the program and the Request for proposal.
- City will issue a Request for Proposal for a vendor to take over the program beginning the 2019 school year.
- The City to procure a vendor for the 2018-2019 school year to provide school crossing guard back-fill in an effort to discontinue the use of frontline officers to cover school crossing vacancies.

Beyond 90 Days

- City to select a vendor to provide school crossing guard back-fill for the 2018-2019 school year.
- City to select a vendor(s) to takeover the program including the warrant process for the 2019 school year and beyond.

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.

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

- Collaboration with City of Toronto staff through Transportation Services ongoing with TSV liaison and STM members in regards to recommendation.

Progress in Next 90 Days

- Ongoing collaboration with other Police Services to develop best practices.
- Research to continue regarding technology available to support automated and efficient enforcement.
- Meet with existing users of ALPR technology. TSV to coordinate.
- Continue enhancement of traffic data sharing. Liaise with Toronto Transportation and TSV for update on Bill 65 (Safer School Zone Act - automated speed enforcement) .

Beyond 90 Days

- Continue alignment with City of Toronto initiatives.

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.

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| Project Lead(s) | S/SGT J. Darbyshire, SGT J. McCall | Command Sponsors | D/C J. Ramer |
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| PROJECT HEALTH | | | | | | | | | | ● On Track ◆ At Risk ■ Off Track | | Anticipated End Date: 2019 | |
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| 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 | 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. | | | |
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Progress in Last 90 Days

- There has been no progress on this recommendation in the last 90 days.

Progress in Next 90 Days

- Currently under review to determine how to move forward given current staffing environment.

Beyond 90 Days

- Work on this recommendation is suspended pending the review.

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.

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| Project Lead(s) | SGT T. McCord, PC M. Bulford, PC J. Makhoulouf | Command Sponsors | D/C 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) | |
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| 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 | Still only at a very high level for Senior Management engagement. Minimal engagement with key stakeholders that will be effected by boundary changes. No engagement to front line Officers. Only 1 person working on redesigning the divisional boundaries for the entire Service. (2 others are assigned to the consolidation of the CIB) | |
| At Risk | At Risk | On Track | On Track | On Track | On Track | At Risk | At Risk | At Risk | Off Track | | |

Progress in Last 90 Days

- No movement on this recommendation in the last 90 days.

Progress in Next 90 Days

- Continued engagement with the Senior officer level to finalized mapping.
- A further detailed timeline and budget and an expanded WBS (work breakdown structure) detailing how the District model and related boundary changes will affect almost every unit and process within the service.
- Continue to work closely with affected stakeholders including Facilities Management.
- Plan and begin expanded service engagement through all units and ranks.
- Begin to plan extensive external public and partner engagement.
- Assisting in the planning and implementation for a consolidated CIB in 32/33 Divisions.

Beyond 90 Days

- Continued engagement (internal service and external).
- Continued stakeholder engagement.

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 D/C 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 | |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | |

Progress in Last 90 Days

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

Progress in Next 90 Days

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

Beyond 90 Days

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

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.

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| Project Lead(s) | CO S. Cairns | Command Sponsors | D/C B. McLean, 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 | Initial analysis indicates that the rate of attrition continues at a higher rate than previous years. Members are concerned about the impact of the hiring and promotions moratorium on various operations. Strategic Hiring Strategy along with Communication Strategy currently underway to alleviate concerns. | |
| ◆ | ◆ | ◆ | ◆ | ● | ● | ■ | ◆ | ● | ● | | |

Progress in Last 90 Days

- The Service has moved away from this recommendation and has established a Strategic Hiring Strategy.
- 20 Cadets have been hired and are currently being trained, with recruitment ongoing.
- 20 new positions were hired in Communications Services.
- Several critical civilian vacancies have been filled, such as Manager, Enterprise Architecture, Director Finance & Business Management, and others are in the process of being filled.
- 28 Constables were promoted to Sergeant.
- Civilian promotions included EFAP & Peer Support Team Lead, Fingerprint examiners, and an Information Security Officer.

Progress in Next 90 Days

- Continued execution of the Strategic Hiring Strategy, for example, additional Cadets will be hired for the April 2018 class.

Beyond 90 Days

- Continued execution of the Strategic Hiring Strategy, for example, additional Cadets will be hired for the August 2018 class. As well, recruitment for civilians to fill Special Constable roles will begin.
- Continued progress will be made to fill critical civilian vacancies.

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.

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| 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 | |
|----------------|----------------|-------------|----------------|---------------|----------------|--------------|----------------|------------------|----------------|---|--|
| 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

- Completed needs & opportunities, Alternative Assessment to form the 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. Present finalized Strategic plan on January 29th to the Steering Committee.

Progress in Next 90 Days

- Communicate the plan, develop business cases and detailed plans based on the ability to fund the IT Strategic Plan and roadmap for initiatives, projects, changes and improvements to the organization and service delivery.
- Create a case to execute a Benchmark Study as part of initiative #4 of the Strategic Plan – Balancing Supply with Demand.

Beyond 90 Days

- Continue to develop the business cases, the detailed plans and associated funding sources 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 | |
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Progress in Last 90 Days

- The cost benefit analysis for Court Services and Parking Enforcement is underway by external vendor Ernst & Young. In the interim, stakeholder meetings are ongoing and communication plans for internal members are being executed.

Progress in Next 90 Days

- Communications and next steps will be delivered when required based on the project phases. Ernst & Young (EY) to continue work on the cost benefit analysis.

Beyond 90 Days

- EY findings will be presented to the TPSB at May meeting.

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.

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| Project Lead(s) | CO S. Cairns | Command 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 | The cost benefit analysis for Court Services and Parking Enforcement is underway. | |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | |

Progress in Last 90 Days

- The cost benefit analysis for Court Services and Parking Enforcement is underway by external vendor Ernst & Young.
- In the interim, stakeholder meetings are ongoing and communication plans for internal members are being executed..

Progress in Next 90 Days

- Communications and next steps will be delivered when required based on project phases. Ernst & Young (EY) to continue work on the cost benefit analysis.

Beyond 90 Days

- EY findings will be presented to the TPSB at May meeting.

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.

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| 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 | |
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| 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 | | | |
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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.

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| Project Lead(s) | SGT P. Jones, PC K. Bassett, CIV M. Everest | Command Sponsors | D/C S. Coxon, CAO T. Veneziano |
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| PROJECT HEALTH | | | | | | | | | | On Track At Risk Off Track | | Anticipated End Date: 2019+ (multiple phases) | |
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| 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 | Conducted discussions with the City to provide information for next steps. | | | |
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Progress in Last 90 Days

- Engaged the City to discuss the recommendation and required TPS steps to advance the recommendation.

Progress in Next 90 Days

- Awaiting information from the federal government regarding NG 9-1-1 technology, developing a more informed costing assessment for NG 9-1-1 to inform the discussion regarding potential 9-1-1 cost recovery fees.

Beyond 90 Days

- Information is required from the federal government regarding next generation 9-1-1 software and practices.
- A Board Letter will be drafted requesting that a formal position is obtained from the City in the following two areas:

- 1) Direction from the Provincial Government outlining their position in relation to 911 Cost Recovery fees.
- 2) The City's ability to implement a 911 Cost Recovery fee under the authority of the City of Toronto Act in lieu of provincial legislation

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.

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| 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 | | | | | | | | | | 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 | One time funding has been identified; currently working to identify long-term funds to support the extended 7 year plan. Project staffing for the PHIX remains at 1 Full-time Equivalent; additional staffing would help to improve productivity. The Culture Assessment has commenced with NMP consultants selected on October 27th. | | | |
| | | | | | | | | | | | | | |

Progress in Last 90 Days

- A survey tool was selected and delivered to Service Members. Survey tool is an instrument (Denison) designed to measure organizational culture.
- For community engagement, a survey was designed and 08 roundtable discussion sessions are scheduled at various locations across the City.
- Virtual Town Hall Meetings Services will supplement these tactics to best capture input for 140 neighbourhoods. Interviews were conducted regarding future desired state culture with TPS leaders, TPSB members, and TTF subject matter experts.
- The timelines for this project are aggressive as it is grant funded and must be completed by March 31st, 2018, and there is a significant scope of work to be completed during this timeframe to meet deliverables.

Progress in Next 90 Days

- Surveys will be distributed, collected and reviewed internally and externally. Feedback from surveys, roundtable discussions and virtual town halls will be reviewed and summarized.
- A final report will be produced which will include current and desired future state organizational culture with identified gaps.
- Action plans and recommendations to remediate the gaps will be included in the final report. The findings in the report will be socialized with multiple stakeholder groups. This report will be provided to Command on March 31, 2018 and a board presentation will be provided at the April board meeting. The timelines for this project are aggressive as it is grant funded and must be completed by March 31st, 2018.

Beyond 90 Days

- A further PEM grant application has been submitted to enable implementation of recommendations provided in the report in 2018 and moving forward.

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.

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| 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 | | | | | | | | | | Anticipated End Date: ONGOING | |
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| ● 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 | Virtual Town Halls are scheduled to begin in early 2018 regarding various modernization efforts. | |
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Progress in Last 90 Days

- Virtual town halls will be utilized to communicate with the public on the Organizational Cultural Assessment.
- In addition, several sessions have been set up at Community Centres across the City where members of the community can attend to provide feedback and participate in the discussion on Organizational Culture and Change.

Progress in Next 90 Days

- External stakeholder engagement will continue for the Organizational Cultural Assessment through meetings and virtual town halls.
- Virtual Town Halls will also be utilized for a public awareness campaign on the vulnerable persons registry, 911 vs 311 calls and other alternative service delivery measures.

Beyond 90 Days

- Continued external stakeholder engagement through various media platforms.

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.

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| 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). | | | |
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Progress in Last 90 Days

- Hosted webinar for Senior Officers on boundary and facilities realignment.
- Follow-up sessions were conducted with Senior officers to collect feedback on proposed changes over a 3 week period.
- This information and suggestions were reviewed by various workstreams and taken into account.
- Received training in project management and change management at the Toronto Police College through the City of Toronto.
- Change management plans have been discussed including managing change resistance and change fatigue

Progress in Next 90 Days

- Service wide engagement strategy through information sessions at Staff Sergeant level. These meeting will provide updates on modernization efforts and collect feedback.
- Virtual Town Halls will be utilized for engaging the Service on the Organizational Cultural Assessment and Alternative Service Delivery.

Beyond 90 Days

- A Comprehensive Service Wide engagement strategy including the establishment of a change network of people with reliable information within the Service to act as "ambassadors of communication ".
- More focus on the feedback process at all levels .

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.

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| Project Lead(s) | SGT K. Lee, PC D. Cox | Command Sponsors | D/C J. Ramer, D/C B. McLean |
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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 | |
| ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | Communication has been stagnant between the TPA, the SOO and the Service. |

Progress in Last 90 Days

- There has been limited interaction between the Unions and the Service.
- Association members have attended working group meetings on the Organizational Culture Assessment and there will be continued efforts to establish more effective and recurrent communication moving forward.

Progress in Next 90 Days

- There will be continued attempts to reach out to the Toronto Police Association and Senior Officers Organization in an effort to establish more effective communication lines.

Beyond 90 Days

- There will be continued attempts to reach out to the Toronto Police Association and Senior Officers Organization in an effort to establish more effective communication lines.

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.

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| Project Lead(s) | S/SUPT F. Bergen | Sponsors | A/S/SUPT F. Bergen, A/INSP G. Watts |
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

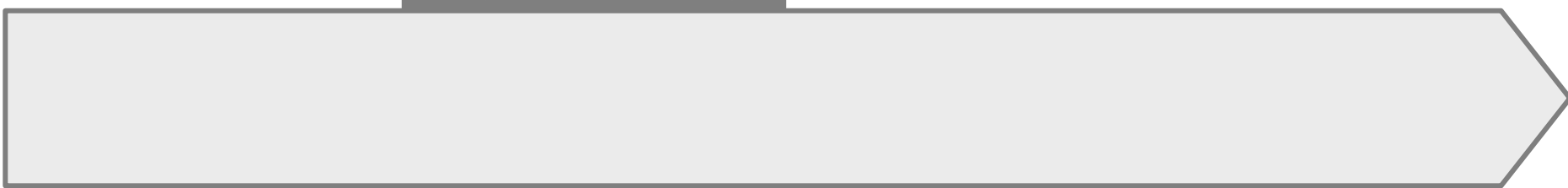
Anticipated End Date: 2020

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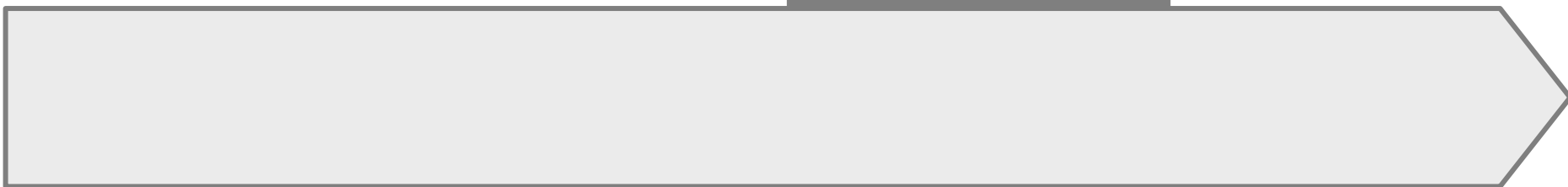
Progress in Last 90 Days



Progress in Next 90 Days



Beyond 90 Days



Recommendation #29: Board-Appointed Change Management Advisor

We are recommending that the Board appoint an independent advisor with strong experience in complex change management to provide it with advice and perspective.

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| Project Lead(s) | TPSB | Sponsors | TPSB |
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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 | |
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Progress in Last 90 Days

- Jim Rankin, an independent Change Management Advisor, has been hired by the TPSB and is currently working with STM.

Progress in Next 90 Days

- Mr. Rankin will continue to assess change management practices within the TPS and offer guidance based on his expertise and experience.

Beyond 90 Days

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.

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| Project Lead(s) | HR Consultant Silvia Stancovic | Command Sponsors | D/C B. McLean |
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| PROJECT HEALTH | | | | | | | | | | 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

- People Plan initiatives in development include the P&C Organizational Structure Implementation, the P&C Service Delivery Transformation Implementation, Job Descriptions, Talent Acquisition, Service Deployment, and the Accommodation Strategy. Initiatives launched include Core Values, Competency Framework, Performance Management, and the Mentorship / 360 Program.
- Recruitment of the HR leadership team in progress - internal postings / interviews for the managerial roles in Wellness and Talent Acquisition; selection for Labour Relations; and external posting for HR Business Partnerships.

Progress in Next 90 Days

- Complete the PEM Grant application for 2018 to 2019.
- Ongoing development, launch, and transition to operations of People Plan initiatives active in the last 90 days.
- Recruitment of the HR leadership team: Selection, background, and onboarding of the Labour Relations, Talent Acquisition, Wellness, & Business Partnership managers.
- Recruitment of HR Team members in People, Performance & Development and Employee Services.
- Scoping of a revamped Promotional Process initiative.

Beyond 90 Days

- Introduction of initiatives including the Wellness Strategy, Professional Development Program and Promotional Process.
- Recruitment of HR Team members.

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.

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| Project Lead(s) | SGT K. Lee, PC D. Cox | Sponsors | A/S/SUPT F. Bergen |
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| PROJECT HEALTH | | | | | | | | | | Anticipated End Date: ONGOING | |
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| ● 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 | |
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Progress in Last 90 Days

- N/A

Progress in Next 90 Days

- N/A

Beyond 90 Days

- N/A

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

- Strategy Management continued to collaborate with internal units on all matters relating to the Neighbourhood Officer (NO) program.
- A total of 115 bicycles will be purchased using 2017 PEM funding. Options are being explored to replace the rest of the current patrol bicycle fleet in 2018.
- Ryerson completed the initial research phase of new NO uniforms and presented their recommendations to command members of the Joint Uniform and Equipment committee. The TPA did not attend this meeting. Prototype uniforms ordered to conduct field testing.
- Members of purchasing, DPSU and STM are in the process of awarding the RFS to a respondent for the *Neighbourhood Partnership Framework Design*
- *Lansdowne Technologies* selected for Crime Prevention Materials and *Forum Research Project* to conduct Policing Focus Groups.

Progress in Next 90 Days

- Awarding of contracts to vendors based on remaining PEM grant initiatives will continue.
- Projects at risk specifically Phase 2 of the uniform redesign process have been reviewed and funds have been reallocated on approval of TPS Command and PEM authorities.
- STM will continue to work closely with DPSU to further develop the Neighbourhood Officer Program.

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.