



# The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

17250 Yonge Street, Newmarket,  
Ontario, Canada L3Y 6Z1

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## AGENDA PUBLIC SESSION

Wednesday, June 22, 2016, 9:00 a.m.

COMMITTEE ROOM "A"

ADMINISTRATIVE CENTRE

17250 YONGE STREET

NEWMARKET, ONTARIO

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## **6. REPORTS OF THE CHIEF OF POLICE**

6.1	<b>Interim Financial Reporting for the Period Ending April 30, 2016</b>	22
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### RECOMMENDATION

1. That the Board receive the interim financial reports for the four month period ending April 30, 2016, pursuant to Financial Accountability Board Policy No. 01/05.

6.2	<b>Audit of 2015 Financial Statements and Toronto 2015 PAN and PARAPAN American Games</b>	36
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### RECOMMENDATION

1. That the Board receive this report for information.

6.3	<b>State of Infrastructure Report 2015</b>	40
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### RECOMMENDATION

1. That the Board approve this report; and
2. That a copy of the State of Infrastructure Report 2015 be submitted to the Asset Management Steering Committee for a consolidated report to Regional Council.



## **6.4 Award for Enterprise Business Intelligence Solution**

110

### RECOMMENDATION

1. That the Board authorize the award of the contract for Request for Proposal (P-16-01) for the provision of an Enterprise Business Intelligence and Analytics Software Solution, including one year of software maintenance and support, to Information Builders (Canada), Inc., who submitted the highest scoring lowest cost Proposal and which represents the best value to the Board, for a total one year cost of \$1,141,265, excluding H.S.T.; and
2. That the Board approve the award of four one year options to renew the software maintenance and support services, subject to satisfactory performance and the Chief's approval, at a cost not to exceed \$345,597 per option year, excluding H.S.T., for a total contract cost of \$1,486,862, if all options were exercised, excluding H.S.T.; and
3. That the Chief of Police be authorized to execute the contract, and exercise any options to renew the contract, subject to the approval of The Regional Municipality of York's Regional Solicitor, or his or her designate, as to form and content.

## **6.5 Donation of \$10,000 or More**

116

### RECOMMENDATION

1. That the Board approve the donation of a 2004 Motor Coach Bus from GO Transit, a Division of Metrolinx, for an approximate value of \$20,000 pursuant to Police Service Board's Donations and Sponsorships Policy No. 01/15.

## **6.6 2017-2019 Business Plan 2016 Community Survey and Member Survey Findings**

118

### RECOMMENDATION

1. That the Board receive this report.

## **6.7 2015 York Regional Police Annual Report**

172

### RECOMMENDATION

1. That the Board receive this report for information.

RECOMMENDATION

1. That the Board receive this report pursuant to Section 52 of the Agreement between the Regional Municipality of York Police Services Board and the Regional Municipality of York.

**7. REPORTS OF THE EXECUTIVE DIRECTOR****7.1 Approval of Matters During Summer Recess**

252

RECOMMENDATION

1. That during the summer recess period from June 23, 2016 to September 20, 2016, the Chair and the Chief of Police (or his delegate), or in the absence of the Chair, the Vice Chair and Chief of Police (or his delegate) be authorized to:
  - (a) Award and execute contracts and other forms of commitment where such matters are not otherwise currently delegated by the Board, including leases; and
  - (b) To approve the exercise of the Board's rights and remedies at law including termination of contracts and settlement of claims, appeals and other matters before the courts or administrative tribunals.
2. The exercise of this authority be subject to the following conditions:
  - (a) The Chair and the Chief of Police (or his designate) or in the absence of the Chair, the Vice Chair and Chief of Police (or his designate) being satisfied that the authorization is required to prevent interruption of service delivery or to avoid incurring unnecessary costs;
  - (b) A memorandum outlining the necessity of such requests be submitted to the Chair and the Chief of Police by the respective Officer in Charge;
  - (c) Any contracts or documentation be subject to review and approval by Legal Services as to form and content; and
  - (d) A report be submitted to the Board at its meeting on September 21, 2016 only to advise of the approval of any contracts under this authority.
  - (e) Reporting is only required if any commitments have been made under this authority.

**RECOMMENDATION**

1. That the Board approve the amended Respect in the Workplace Policy to include the changes to the Occupational Health and Safety Act, attached as Appendix A.

**7.3 Ontario Regulation 58/16, Collection of Identifying Information in Certain Circumstances – Prohibition and Duties**

**8. ADDENDUM ITEMS**

**9. OTHER BUSINESS**

**10. CONSIDERATION OF MOTION TO MOVE INTO PRIVATE SESSION**

Motion to resolve into Private Session.

That the York Regional Police Services Board adjourn the public portion of its meeting to move to private to discuss confidential items pertaining to legal and personnel matters in accordance with Section 35(4)(b) of the *Police Services Act*.

**11. CONSIDERATION OF MOTION TO MOVE INTO PUBLIC SESSION**

That the Board rise and report from Private Session.

**12. CONSIDERATION OF PRIVATE ITEMS**

**13. CONFIRMATORY BYLAW**

**14. ADJOURNMENT**



## MINUTES OF THE PUBLIC MEETING

of

### THE REGIONAL MUNICIPALITY OF YORK POLICE SERVICES BOARD

May 27, 2016

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The Board commenced its meeting of May 27, 2016 in Committee Room A, York Region Administrative Centre, 17250 Yonge Street, Newmarket, Ontario on the above-noted date at 8:38 a.m. in public session.

**Board Members Present:**

F. Scarpitti, Chair, Mayor of the City of Markham  
V. Hackson, Vice Chair, Mayor of the Town of East Gwillimbury  
(Present at 11:15 a.m. to end of meeting)  
W. Emmerson, Chairman & C.E.O., York Region  
J. Molyneaux, Member  
B. Rogers, Member  
K. Usman, Member (Present at 10:00 a.m. to end of meeting)

M. Avellino, Executive Director  
J. Kogan, Administrative Assistant

**Absent:**

B. Jiang, Member

**YRP Present:**

E. Jolliffe, Chief of Police  
T. Carrique, Deputy Chief of Police  
A. Crawford, Deputy Chief of Police  
T. Cusimano, Executive Officer to the Chief of Police  
J. Channell, Manager, Financial Services  
J. Fraser, Manager, Legal Services  
K. Griffin, Manager, Corporate Communications

**YR Legal & Court Services:**

J. Hulton, Regional Solicitor

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201 **INTRODUCTION OF ADDENDUM ITEMS AND OTHER BUSINESS**

*It was moved by Mr. Molyneaux, seconded by Mr. Rogers that the following items be added to the agenda of the public session of this meeting:*

**Addendum Items**

- (a) Inspector Jim MacSween, York Regional Police, May 24, 2016, requesting sponsorship for the 2016 Canadian Association of Police Educators Conference taking place May 31 to June 3, 2016 in Richmond Hill, ON. (Addendum Item No. 7.1)

- (b) Mr. Denis Kelly, Regional Clerk, York Region, May 26, 2016, regarding the York Region Transit (YRT/VIVA) 2015 Enforcement and Security Annual Report. (Addendum Item No 7.2)

202 **DISCLOSURE OF INTEREST**

*Mr. Rogers declared a conflict of interest with agenda item No. 6.3, Execution of Documents By-law and Purchasing By-law – Report of the Chief of Police pertaining to the agreement with Technor Developments Limited in Appendix 1 of the report.*

*The declaration of interest is due to Mr. Rogers having business with the property pertaining to the land which is being developed by Technor Developments Limited.*

*Mr. Rogers resolved to remove himself to consider this one item in Report No. 6.3; and he did not participate in any consideration or discussion of, or vote on any part of this item.*

203 **CONFIRMATION OF PUBLIC MINUTES OF APRIL 27, 2016 BOARD MEETING**

*It was moved by Chairman Emmerson, seconded by Mr. Rogers that the Board confirm the minutes for the public session of the meeting held on April 27, 2016 in the form supplied to the members.*

**CARRIED**

**PRESENTATION**

- 204 Update on the Construction of the York Regional Police Training Facility – Chief of Police

*It was moved by Mr. Rogers, seconded by Chairman Emmerson that the presentation be received.*

**CARRIED**

**COMMUNICATIONS**

- 205 Mr. Frank Scarpitti, Chair, York Regional Police Services Board, April 29, 2016, regarding the Strategy for a Safer Ontario submission by the York Regional Police Services Board.

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the communication from Chair Frank Scarpitti, York Regional Police Services Board, April 29, 2016, be received and endorsed and that the submission be ratified.*

**CARRIED**

- 206 Mr. Matthew Torigian, Deputy Minister, Ministry of Community Safety and Correctional Services, May 13, 2016, regarding Ontario Regulation 58/16: Collection of Identifying Information in Certain Circumstances - Prohibition and Duties, made under the *Police Services Act*.

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the communication from Mr. Matthew Torigian, Deputy Minister, Ministry of Community Safety and Correctional Services, May 13, 2016, be received.*

**CARRIED**

- 207 Mr. Andy Pringle, Chair, Toronto Police Services Board, May 17, 2016, regarding the Police Services Act Review.

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the communication from Mr. Andy Pringle, Chair, Toronto Police Services Board, May 17, 2016, be received.*

**CARRIED**

- 208 Mr. Fred Kaustinen, Executive Director, Ontario Association of Police Services Boards, May 5, 2016, regarding the Strategy for a Safer Ontario – Supplemental Submission by OAPSB.

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the communication from Mr. Fred Kaustinen, Executive Director, Ontario Association of Police Services Boards, May 5, 2016, be received.*

**CARRIED**

- 209 Mr. Roger Anderson, Chair, Durham Regional Police Services Board, May 10, 2016, regarding grant funding from the Province.

*It was moved by Chairman Emmerson, seconded by Mr. Rogers that the communication from Mr. Roger Anderson, Chair, Durham Regional Police Services Board, May 10, 2016, be received and endorsed and further that the Board send a letter to the Ministry of Community Safety and Correctional Services seeking an update on grant funding for 2017 and beyond and copy local Members of Provincial Parliament.*

**CARRIED**

Action: Executive Director

- 210 Ms Kathy Mitchell, President and Jim Lang, Co-Chairman, Madd York Region, May 12, 2016, regarding sponsorship of the 3<sup>rd</sup> Annual Golf Fore Madd Golf Tournament taking place August 25, 2016 in King, ON.

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the communication from Ms Kathy Mitchell, President and Jim Lang, Co-Chairman, Madd York Region, May 12, 2016, be received and that the Board provide sponsorship in the amount of \$5,000.*

**CARRIED**

Action: Executive Director

**REPORTS OF THE CHIEF OF POLICE**

**211 Lease**

*It was moved by Chairman Emmerson, seconded by Mr. Rogers that the Board adopt the following recommendations contained in the Report of the Chief of Police:*

1. That the Board authorize a proposed lease agreement between the Board and The Corporation of the Township of King for office space located at 2585 King Road, King City, Ontario consisting of approximately 3,000 square feet for a period of 20 years at an annual cost of \$39,780 per year to commence on or about December 1, 2017; and
2. That the Chief be authorized to execute the lease agreement with The Corporation of the Township of King, subject to approval of the Region's Legal Services as to form and content; and
3. That pending approval of the above recommendations, the Board provide notice of the Agreement to the Region's Treasurer for reporting purposes under the Region's Capital Financing and Debt Policy.

**CARRIED**

Action: Executive Director

**212 Lease Renewal**

*It was moved by Mr. Rogers, seconded by Chairman Emmerson that the Board adopt the following recommendations contained in the Report of the Chief of Police:*

1. That the Board extend the lease between the Board and Newmarket Property Corporation located at the Yonge/Mulock Centre, 16775 Yonge Street, Newmarket, Units 6 and 7 consisting of 5,245 square feet for a period of two years expiring on September 30, 2018 at an annual cost of \$131,912 plus HST inclusive of utilities; and
2. That the Chief be authorized to execute the lease renewal agreement with Newmarket Property Corporation, subject to approval of the Region's Legal Services as to form and content; and
3. That the Chief be authorized to exercise the option to renew the lease for an additional two year period; and
4. That pending approval of the above recommendations, the Board provide notice of the Agreement to the Region's Treasurer for reporting purposes under the Region's Capital Financing and Debt Policy.

**CARRIED**

Action: Executive Director



**213 Execution of Documents By-law and Purchasing By-law**

*It was moved by Mr. Molyneaux, seconded by Chairman Emmerson that the Board adopt the following recommendation contained in the Report of the Chief of Police excluding the agreement with Technor Developments Limited in Appendix 1 of the report:*

1. That the Board receive this report pursuant to the Execution of Documents By-Law No. 08-15 and Purchasing By-Law 06-14 quarterly reporting requirements.

**CARRIED**

*It was then moved by Mr. Molyneaux, seconded by Chairman Emmerson that the Board adopt the full report of the Chief of Police.*

**CARRIED**

**214 Annual Report on Freedom of Information Access Requests**

*It was moved by Mr. Molyneaux, seconded by Mr. Rogers that the Board adopt the following recommendation contained in the Report of the Chief of Police:*

1. That the Board receive this report in accordance with its By-Law No. 09-15, a By-Law to Establish Administration Policies for *Municipal Freedom of Information and Protection of Privacy Act* Access Requests.

**CARRIED**

**215 Forfeited Offence-Related Property - Proceeds of Crime – Civil Remedies for Illicit Activities (CRIA)**

*It was moved by Mr. Molyneaux, seconded by Mr. Rogers that the Board adopt the following recommendation contained in the Report of the Chief of Police:*

1. That the Board receive this report for its information.

**CARRIED**

**216 2017-2019 Business Plan – 2016 Environmental Scan Highlights Report**

*It was moved by Chairman Emmerson, seconded by Mr. Rogers that the Board adopt the following recommendation contained in the Report of the Chief of Police:*

1. That the Board receive this report for its information.

**CARRIED**

**ADDENDUM ITEMS**

- 217 Inspector Jim MacSween, York Regional Police, May 24, 2016, requesting sponsorship for the 2016 Canadian Association of Police Educators Conference taking place May 31 to June 3, 2016 in Richmond Hill, ON. (Addendum Item No. 7.1)**

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the communication from Inspector Jim MacSween, York Regional Police, May 24, 2016, be received and that the Board provide sponsorship in the amount of \$5,000, subject to the update provided by the Chief on funding requirements.*

**CARRIED**

Action: Executive Director

- 218 **Mr. Denis Kelly, Regional Clerk, York Region, May 26, 2016, regarding the York Region Transit (YRT/VIVA) 2015 Enforcement and Security Annual Report. (Addendum Item No 7.2)**

*It was moved by Mr. Molyneaux, seconded by Mr. Rogers that the communication from Mr. Denis Kelly, Regional Clerk, York Region, May 26, 2016, be received.*

**CARRIED**

- 219 **OTHER BUSINESS**

*Nil.*

**CONSIDERATION OF MOTION TO MOVE INTO PRIVATE SESSION**

- 220 *It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the Board convene in Private Session for the purpose of considering confidential items pertaining to legal and personnel matters in accordance with Section 35(4) (b) of the Police Services Act.*

**CARRIED**

*The Board met in Private Session at 9:43 a.m. and reconvened in public at 12:12 p.m.*

**CONSIDERATION OF MOTION TO MOVE INTO PUBLIC SESSION**

- 221 *It was moved by Mr. Usman, seconded by Mr. Molyneaux that the Board rise and report from Private Session.*

**CARRIED**

**CONSIDERATION OF PRIVATE ITEMS**

- 222 **Human Resources**

*It was moved by Mr. Molyneaux, seconded by Mr. Usman that the Board adopt the following recommendations contained in the Report of the Chief of Police:*

1. That the Board reclassify two officers pursuant to the 2013 – 2015 Uniform Working Agreement; and
2. That the Board appoint seven civilians, pursuant to Section 31(1)(a) of the *Police Services Act*

**CARRIED**

223 **Appointment of York Region Transit Special Constables**

*It was moved by Mr. Molyneaux, seconded by Mr. Usman that the Board adopt the following recommendation contained in the Report of the Chief of Police:*

1. That the Board authorize the appointments of five York Region Transit Special Constables for a five year period, effective April 6, 2016 pursuant to Section 53(1) of the *Police Services Act*.

**CARRIED**

224 **CONFIRMATORY BYLAW**

The Board had before it Bylaw No. 05-16. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

*It was moved by Mr. Usman, seconded by Vice Chair Hackson that Bylaw No. 05-16, being "a Bylaw confirming the proceedings of the Board at this meeting," be read and enacted.*

Bylaw No. 05-16 was read and enacted as follows:

"To confirm the proceedings of the Board at this meeting".

**CARRIED**

225 **ADJOURNMENT**

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the meeting be adjourned.*

**CARRIED**

The meeting adjourned at 12:15 p.m.

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Mafalda Avellino  
Executive Director

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Mayor Frank Scarpitti  
Chair

*Minutes to be confirmed and adopted at the meeting of the Board held on June 22, 2016.*

Accessible formats or communication supports are available upon request.





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June 2, 2016

Chair  
Frank Scarpitti  
Mayor  
City of Markham

Vice Chair  
Virginia Hackson  
Mayor  
Town of East Gwillimbury

Members  
Wayne Emmerson  
Regional Chairman  
And C.E.O

John Molyneaux  
Provincial Appointee

Bang-Gu Jiang  
Provincial Appointee

Brad Rogers  
Provincial Appointee

Khalid Usman  
Regional Council  
Appointee

Executive Director  
Mafalda Avellino

Administrative Assistant  
Jaclyn Kogan

The Honourable Minister Yasir Naqvi  
Ministry of Community Safety and Correctional Services  
18<sup>th</sup> Floor - 25 Grosvenor Street,  
Toronto, ON M7A 1Y6

Dear Minister Naqvi,

On September 9, 2015, our Board requested that the Ministry provide any future commitment for PAVIS in 2016 and beyond which would assist our Board and police service in the development of important safety programs and initiatives. The Board would like to thank you for the 2016 PAVIS grant funding which was received recently.

I am following up to your letter dated November 19, 2015, where you indicate that the Ministry is reviewing its grant programs as part of its Strategy for a Safer Ontario. Our Board is kindly requesting an update from the Province on any details regarding funding for 2017 and beyond if possible. We would like to emphasize the importance of Provincial funding to our many programs, and a decision from the Ministry will greatly assist our preparation for the 2017 police budget.

On behalf of our police services board, I thank you for your commitment and contribution to public safety in Ontario. I look forward to your response.

Sincerely,

Chair Frank Scarpitti  
Mayor, City of Markham

- c. York Regional Police Services Board  
Chief Eric Jolliffe, York Regional Police  
Local MPPs  
Councillor Eli El-Chantiry, President, Ontario Association of Police Services Boards

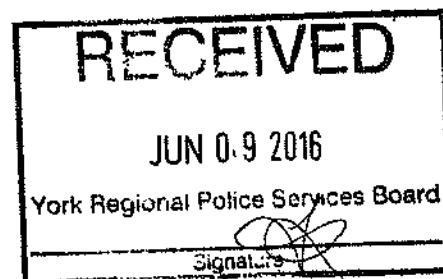




MNR5805MC-2016-800

JUN 07 2016

Ms. Mafalda Avellino  
Executive Director  
The Regional Municipality of York Police Services Board  
17250 Yonge Street  
Newmarket ON L3Y 6Z1



Dear Ms. Avellino:

Thank you for your letter regarding the York Regional Police's decision to no longer respond to animal complaints related to sick or injured animals that do not pose an immediate risk to public safety.

The Ministry of Natural Resources and Forestry's role is to provide information, advice and referrals when contacted by a member of the public who has encountered wildlife that they believe to be sick, injured or orphaned.

We would advise the public not to handle or remove the animal, unless it has been determined that the animal is seriously ill or injured. If it has been established that an animal requires assistance, members of the public are encouraged to contact their local municipality as they may provide animal control services. A list of animal control services available in the York Region can be found at [www.yorkregion.com/yorkregion-directory/animal-control/](http://www.yorkregion.com/yorkregion-directory/animal-control/). The public can also contact an authorized wildlife custodian that provides rehabilitative care for that type of animal. A wildlife custodian can provide advice on appropriate steps to be taken.

Some wildlife rehabilitators in Ontario are listed at [www.ontario.ca/page/find-wildlife-rehabilitator](http://www.ontario.ca/page/find-wildlife-rehabilitator). Sick, injured or orphaned wildlife may also be transported to a veterinarian for treatment; however, once treatment is no longer required, the wildlife must be transferred to a wildlife custodian for rehabilitation and release.

In addition, dead or diseased animals, including birds or bats, may be reported to the Canadian Cooperative Wildlife Health Centre at 1-866-673-4781. If a public health risk is suspected from a sick animal, the local Public Health Unit at 1-866-532-3161 should be contacted immediately. Public Health Units are listed at [www.health.gov.on.ca/en/common/system/services/phu/locations.aspx](http://www.health.gov.on.ca/en/common/system/services/phu/locations.aspx).

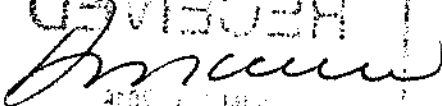
Please be informed that we will continue to advise members of the public to call 911 for police assistance if it is believed that an animal poses a risk to public safety.

.../2

If you have further questions, please contact Paul Heeney, District Manager, Aurora District office, at (905) 713-7400 or [paul.heeney@ontario.ca](mailto:paul.heeney@ontario.ca).

Thank you again for writing.

Sincerely,

  
Bill Mauro  
Minister of Natural Resources and Forestry

c: Paul Heeney



May 30, 2016

Ms. Jaclyn Kogan  
The Regional Municipality of York Police Services Board  
17250 Yonge Street, 4<sup>th</sup> Floor  
Newmarket, ON L3Y 6Z1

Dear Jaclyn,

On behalf of the more than 800 women we served last year – **THANK YOU!** Your support as a HOLE SPONSOR at our 2015 Golf *fore* Change Tournament had impact!

**SAVE THE DATE...** Thursday September 15th, 2016 will be our **8th Annual Golf *fore* Change Tournament** in support of women across York Region.

Our Annual Golf *fore* Change Tournament is vital to our continued success. Day in and day out, Women's Centre of York Region has quietly been making a difference in the lives of thousands of women since 1977. We have a wait list for counselling. We have a wait list for programs. Economic conditions continue to challenge individuals, businesses and charitable organizations like ours. No matter the market conditions, our need to serve the women of York Region continues.

For women who have identified the need and desire for positive change in their lives, Women's Centre of York Region offers unique programming and services that address a range of circumstances at little or no cost. In a safe and inclusive environment, we welcome each woman and meet her right where she is. Our goal is to fully support each woman on her personal journey of discovery in order that she thrives fully. **WE CAN'T DO IT WITHOUT YOU!**

As a key supporter in last year's tournament success, we are offering you first right of refusal for 2016 Sponsorship. Here's last year's sponsorship level and details:

Last year you participated as a HOLE SPONSOR valued at \$200. We hope you will consider doing the same again this year OR, if you are looking for something different, consider our other options:

- Hole Sponsor \$200
- Weather Sponsor \$250
- Shuttle Cart Sponsor \$500
- Lunch Sponsor \$1500
- Passport Sponsor \$2000

**To maximize your sponsorship visibility, could I ask you to confirm your 2016 Sponsorship as soon as possible?** We'd like to ensure your logo placement has maximum exposure time once



we launch the event to the public. If you're interested in something new for a change, let me know and we can build a partnership that works for you!

The work we do is good for women, their families and our community. Together we are making a difference in the lives of hundreds of women each year!

Thanks for your consideration and continued support of our work. I look forward to hearing from you!

Warm Regards,



Catherine  
Catherine Curtis-Madden  
Executive Director  
905.853.9270 x101  
[cmadden@wcyr.ca](mailto:cmadden@wcyr.ca)





WOMEN'S CENTRE  
OF YORK REGION

Embracing Change. Empowering Women.



8<sup>th</sup> Annual WCYR

# Golf *fore* Change Tournament

Thursday, September 15, 2016

Pheasant Run Golf Club



Thursday  
**September  
15**  
2016



**9:15** a.m. **Shotgun Start**

Registration - 8:00 a.m.  
Lunch - 12:30 p.m.



**Pheasant Run Golf Club**  
18033 Warden Avenue, Sharon

**REGISTRATION OPEN**  
ONLINE [wcyr.ca](http://wcyr.ca)  
or CALL **905.853.9270**

**\$125**  
per player

#### PRICE INCLUDES:



Passport  
Fee  
All Access  
Contest Passport



Golf, cart,  
bag drop,  
shuttle service



Continental  
breakfast and  
sit down lunch



Mystery bags,  
Raffles, and Prizes!



Women and Men  
are welcome!



Lunch only is available at  
**\$30**

#### Contact Us

**T** 905.853.9270 x101  
**E** [cmadden@wcyr.ca](mailto:cmadden@wcyr.ca)

**f** WomensCentreYR  
**t** @womenscentreyr



**Sponsorships  
available**

**CLICK HERE TO REGISTER**





### **LONGEST DRIVE SPONSOR - \$2,000**

- Opportunity to contribute an in-kind prize donation valued at \$2000 minimum, in lieu of cash
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to provide a representative and/or display at sponsored hole
- Logo recognition in lunch programme book

### **CLOSEST TO THE PIN SPONSOR - \$2,000**

- Opportunity to contribute an in-kind prize donation valued at \$2000 minimum, in lieu of cash
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to provide a representative and/or display at sponsored hole
- Logo recognition in Lunch programme book

### **HOLE SPONSOR - \$500**

- One complimentary tee sign with your logo at a sponsored hole
- Logo recognition in Lunch programme book

### **IN-KIND DONATION OPPORTUNITIES**

- Live and/or Silent Auction donation
- Raffle Product donation
- Prize donation for winning foursomes (four of the same prize required)
- Tournament welcome bag donation (up to 144 units required)



23<sup>rd</sup>

ANNUAL CHARITY  
GOLF TOURNAMENT  
— IN MEMORY OF —  
DR. HERB CARNEGIE



HERBERT H. CARNEGIE  
**FUTURE ACES**  
FOUNDATION

SPONSORSHIP  
OPPORTUNITIES

**MONDAY, JULY 18<sup>TH</sup>, 2016**  
**WYNDANCE GOLF CLUB**  
450 DURHAM ROAD 21, UXBRIDGE



OUR MISSION

Our mission is to inspire and assist youth and adults to become the best they can be as responsible, respectful, peaceful, confident, and caring citizens.

Proceeds from the Golf Tournament support our character education initiatives in schools across Ontario, impacting 100,000 youth annually as well as our National Citizenship Award and Scholarship Program.



PRESENTING SPONSOR - SOLD

- Preferred Seating for tournament lunch
- Speaking opportunity at tournament opening and lunch
- Logos on pin flags
- Opportunity to provide branded table gift for participants at lunch
- Two complimentary foursomes (eight golfers in total), including breakfast and lunch
- Presenting logo recognition on all print and electronic promotional materials
- Presenting logo recognition on tournament welcome banner
- Presenting logo recognition on signage at registration and lunch
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- Two complimentary tee signs with your logo at sponsored holes
- Opportunity to engage participants and/or display at two sponsored holes
- Logo recognition in Lunch programme book
- Opportunity to sponsor branded welcome bags for golfers
- Opportunity to provide branded gift item for golfers in welcome bags
- 16 presenting sponsors



GOLF CART SPONSOR - \$3,500

- Recognition at Lunch by the MC
- Logo signage on all golf carts
- One complimentary foursome (four golfers in total), including breakfast and lunch
- Logo recognition on all print and electronic promotional materials
- Logo recognition on tournament welcome banner
- Logo recognition on signage at registration and at lunch
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to engage participants and/or display at sponsored hole
- Logo recognition in Lunch programme book
- Opportunity to provide branded gift item for golfers in welcome bags



LUNCH SPONSOR - \$3,500

- Speaking opportunity at lunch
- Logo presence on lunch tables
- One complimentary foursome (four golfers in total), including breakfast and lunch
- Logo recognition on tournament welcome banner
- Logo recognition on signage at registration and at lunch
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to engage participants and/or display at sponsored hole
- Logo recognition in Lunch programme book
- Opportunity to provide branded gift item for golfers in welcome bags

BREAKFAST SPONSOR - \$2,500

- One complimentary foursome (four golfers in total), including breakfast and lunch
- Logo recognition on signage at breakfast
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Logo recognition in Lunch programme book
- Opportunity to provide branded gift item for golfers in welcome bags



CORPORATE SPONSOR - \$2,500 (FOURSOME)

- Registration for four golfers, including breakfast and lunch
- One complimentary tee sign with your logo at a sponsored hole
- Printed name recognition in lunch programme book
- Opportunity to engage participants and/or display at sponsored hole
- Opportunity to provide branded gift item for golfers in welcome bags

CORPORATE SPONSOR - \$1,000 (TWSOME)

- Registration for two golfers, including breakfast and lunch
- One complimentary tee sign with your logo at a sponsored hole
- Printed name recognition in lunch programme book
- Opportunity to provide branded gift item for golfers in welcome bags

NON-PLAYING SPONSORSHIP OPPORTUNITIES AND ADD-ONS



HOLE-IN-ONE SPONSOR - \$3,000

- Opportunity to contribute an in-kind prize donation valued at \$3000 minimum, in lieu of cash
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to provide a representative and/or display at sponsored hole
- Logo recognition in Lunch programme book

### Individual & Group Golf Packages

- |  |               |
|--|---------------|
| <input type="checkbox"/> Foursome                                      | \$1,500       |
| <input type="checkbox"/> Corporate Foursome<br>(includes Hole Sponsor) | \$2,500       |
| <input type="checkbox"/> Corporate Twosome<br>(includes Hole Sponsor)  | \$1,000       |
| <input type="checkbox"/> Individual Golf 18 Holes                      | \$400 x _____ |
| <input type="checkbox"/> Individual Golf 9 Holes                       | \$150 x _____ |

### Premium Sponsorship Opportunities

- |   |         |
|---|---------|
| <input type="checkbox"/> Presenting Sponsor | SOLD    |
| <input type="checkbox"/> Lunch Sponsor      | \$3,500 |
| <input type="checkbox"/> Breakfast Sponsor  | \$2,500 |

### Preferred Format:

- ☐ Team Scramble      ☐ Individual Stroke Play

### Contact Information

Name \_\_\_\_\_  
 Title \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_  
 Postal Code \_\_\_\_\_  
 Phone \_\_\_\_\_  
 Email \_\_\_\_\_  
 Fax \_\_\_\_\_

### Submit Registration Form and Payment to:

Herbert H. Carnegie Future Aces Foundation  
 7170 Warden Avenue, Unit 2  
 Markham, ON L3R 8B2

Charitable Registration No. 89245 0842 RR 0001

### Supporting Sponsorship Opportunities

- |   |         |
|---|---------|
| <input type="checkbox"/> Golf Cart Sponsor            | \$3,500 |
| <input type="checkbox"/> Hole-in-One Sponsor          | \$3,000 |
| <input type="checkbox"/> 'Closest to the Pin' Sponsor | \$2,000 |
| <input type="checkbox"/> Longest Drive Sponsor        | \$2,000 |
| <input type="checkbox"/> Individual Hole Sponsor      | \$500   |

### Golfer Names

- 1) \_\_\_\_\_  
 2) \_\_\_\_\_  
 3) \_\_\_\_\_  
 4) \_\_\_\_\_

### Payment Details

- ☐ Please invoice us  
☐ Cheque payable to Herbert H. Carnegie  
 Future Aces Foundation  
☐ Credit Card  
☐ Visa    ☐ MC    ☐ AMEX  
☐ Amt Authorized

Card # \_\_\_\_\_ Exp Date (mm/yy) \_\_\_\_\_

Signature \_\_\_\_\_

Name for Tax Receipt \_\_\_\_\_

### Contact Information:

PHONE: 905.947.9131  
 FAX: 905.947.9134  
 EMAIL: info@futureaces.org





THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 22, 2016

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**Interim Financial Reporting for the Period  
Ending April 30, 2016**

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**RECOMMENDATION**

1. That the Board receive the interim financial reports for the four month period ending April 30, 2016, pursuant to Financial Accountability Board Policy No. 01/05.

**SYNOPSIS**

The Regional Municipality of York Police Services Board (the “Board”) is 30.4 percent spent at the end of April 30, 2016. York Regional Police is 33.4 percent spent for the same time period. Due to projected revenue shortfalls, the 2016 operating budget spending for York Regional Police is at risk to exceed the funding approved by the Board. Schedules of reserves and capital project spending have also been supplied for information purposes.

**FINANCIAL IMPLICATIONS**

The implementation of revised service fees and charges for Motor Vehicle Collision Reports and Alarm fees has resulted in collectability concerns and significantly lower volume than previously estimated, resulting in a potential revenue shortfall of \$3.1 million. In addition to a 2016 deficit risk, the lowered revenue outlook will affect the ability to meet the 2017 and 2018 Budget Outlook. Financial analysis and reporting on all major accounts, including salaries, benefits, court time, overtime, fuel and investigative expenses are ongoing. Financial notes have been attached for all major variances.

## **BACKGROUND**

The Board's Financial Accountability Policy states that "the Chief of Police shall report monthly on actual financial performance to the Police Services Board". The Regional Municipality of York Finance Department month-end accounting period is now complete and the interim financial reporting for the Board and York Regional Police for the period ending April 30, 2016 are attached to this report.

Net expenditures for the Board are \$125,167 or 30.4 percent of budget. For comparison purposes, the Operating Budget for the Board was 29.7 percent spent at April 30, 2015. Favourable variances exist in the salaries, benefits, travel, training, printing, cellular phone, legal fees, consultant and advertising fees, and minor equipment accounts.

Net expenditures for York Regional Police are \$98,321,274 or 33.4 percent of budget. For comparison purposes, the Operating Budget for York Regional Police was 33.5 percent spent at April 30, 2015.

At its October 21, 2015 meeting, the Board approved the 2016 Operating budget including the motion, "...subject to the feasibility of the implementation of a mandatory charge for accident reports as of March 1, 2016." As a confirmation, the mandatory charge for motor vehicle collision reports was implemented effective the target date of March 1, 2016. However, payment of invoices has been low with several insurers disputing the charges. In addition, the volume of invoiced motor vehicle collisions has significantly reduced, down 42 percent from the 2015 baseline. Should motor vehicle collision occurrences remain at current volumes, the revenue shortfall is projected to be \$2,369,000 below 2016 budgeted revenue, excluding provisions for collectability.

At its May 20, 2015 meeting, the Board established a September 1, 2015 implementation date for changes to the Alarms service fees By-law to replace the alarm registration model with a pay-as-you-go model. An expected benefit from the pay-as-you-go model included a reduction in false alarm calls for service, from publicly-paid police response to industry-paid private guard response. Given Alarm fees had previously achieved full cost recovery, the reduction to revenues was originally estimated at 30 percent by 2017. The 2016 alarm call volume is trending at a 45 percent reduction from baseline 2014 volumes, resulting in a revenue shortfall of \$702,000 less than 2016 budgeted Alarm fee revenue.

Although there are favourable revenues from Clearance Letters and Volunteer Applicant Screening to partially offset revenue shortfalls, the revenue concerns put York Regional Police at risk to exceed the funding approved by the Board.

Expenditures for salaries are slightly under budget offset by expenses for benefits and overtime, which are over budget. Favorable variances due to under spending in many administration, program related, professional services, occupancy, repairs and maintenance, financial items, and minor equipment accounts are offset by lower than planned revenue. Financial notes have been attached for all major variances.

It is therefore recommended that the Board receive this report in accordance with the monthly reporting requirements outlined in the Financial Accountability Board Policy No. 01/05.

EJ/cc

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

Accessible formats or communication supports are available upon request



## Schedule of Operating Budget Spending as of April 30, 2016

	Year-to-Date Actuals			Annual Budget			Balance			% Spent
	Board	YRP	Total	Board	YRP	Total	Board	YRP	Total	
Salaries	\$67,480	\$71,251,929	\$71,319,409	\$229,600	\$220,688,662	\$220,918,262	\$162,120	\$149,436,733	\$149,598,853	32.3%
Overtime	\$0	\$1,770,396	\$1,770,396	\$0	\$3,843,000	\$3,843,000	\$0	\$2,072,604	\$2,072,604	46.1%
Benefits	\$17,649	\$21,722,444	\$21,740,093	\$55,600	\$57,155,000	\$57,210,600	\$37,951	\$35,432,556	\$35,470,507	38.0%
Administration expense	\$65,809	\$2,919,559	\$2,985,368	\$147,050	\$8,779,750	\$8,926,800	\$81,241	\$5,860,191	\$5,941,432	33.4%
Program related expense	\$1,938	\$1,634,137	\$1,636,075	\$3,500	\$8,069,700	\$8,073,200	\$1,562	\$6,435,563	\$6,437,125	20.3%
Professional services expense	\$3,950	\$55,336	\$59,286	\$67,000	\$447,100	\$514,100	\$63,050	\$391,764	\$454,814	11.5%
Occupancy expense	\$0	\$1,795,783	\$1,795,783	\$0	\$6,357,100	\$6,357,100	\$0	\$4,561,317	\$4,561,317	28.2%
Repairs and maintenance expense	\$0	\$1,256,029	\$1,256,029	\$0	\$4,971,100	\$4,971,100	\$0	\$3,715,071	\$3,715,071	25.3%
Financial items	\$0	\$1,757,437	\$1,757,437	\$0	\$7,062,268	\$7,062,268	\$0	\$5,304,831	\$5,304,831	24.9%
Contributions to reserves	\$32,992	\$2,909,109	\$2,942,101	\$60,000	\$8,329,375	\$8,389,375	\$27,008	\$5,420,266	\$5,447,274	35.1%
Internal charges	\$0	\$401,533	\$401,533	\$0	\$1,204,600	\$1,204,600	\$0	\$803,067	\$803,067	33.3%
Minor equipment	\$3,642	\$120,984	\$124,627	\$8,412	\$961,288	\$969,700	\$4,770	\$840,304	\$845,073	12.9%
<b>Total expenditures</b>	<b>\$193,459</b>	<b>\$107,594,676</b>	<b>\$107,788,136</b>	<b>\$571,162</b>	<b>\$327,868,943</b>	<b>\$328,440,105</b>	<b>\$377,703</b>	<b>\$220,274,267</b>	<b>\$220,651,969</b>	<b>32.8%</b>
Provincial funding	\$0	-\$3,414,118	-\$3,414,118	\$0	-\$10,648,300	-\$10,648,300	\$0	-\$7,234,182	-\$7,234,182	32.1%
Fees and charges	-\$32,992	-\$4,529,416	-\$4,562,408	-\$60,000	-\$18,576,200	-\$18,636,200	-\$27,008	-\$14,046,784	-\$14,073,792	24.5%
Contributions from reserves	-\$35,300	-\$1,329,868	-\$1,365,168	-\$100,000	-\$3,989,605	-\$4,089,605	-\$64,700	-\$2,659,737	-\$2,724,437	33.4%
<b>Total revenues</b>	<b>-\$68,292</b>	<b>-\$9,273,402</b>	<b>-\$9,341,694</b>	<b>-\$160,000</b>	<b>-\$33,214,105</b>	<b>-\$33,374,105</b>	<b>-\$91,708</b>	<b>-\$23,940,703</b>	<b>-\$24,032,411</b>	<b>28.0%</b>
<b>Net operating budget spending</b>	<b>\$125,167</b>	<b>\$98,321,274</b>	<b>\$98,446,441</b>	<b>\$411,162</b>	<b>\$294,654,838</b>	<b>\$295,066,000</b>	<b>\$285,995</b>	<b>\$196,333,564</b>	<b>\$196,619,559</b>	<b>33.4%</b>
<b>Percentage spent</b>	<b>30.4%</b>	<b>33.4%</b>	<b>33.4%</b>							

### Notes:

1. Four months represents 33.3% of the year.
2. Excludes Regional allocations for telephone, occupancy, information technology, human resources, legal, finance and non-budgeted tangible capital asset costs.



## Schedule of Capital Budget Spending as of April 30, 2016

Project	Project #	Commenced	Capital Authority	Project Spending		Inception to Date	Balance	% Spent	Anticipated Completion
				Prior Years	Current Year				
Training facility	29040	2013	\$27,125,741	\$6,717,741	\$3,460,596	\$10,178,337	\$16,947,404	37.5%	Dec 2016
Radio system	29042	2013	\$26,096,242	\$25,671,242	\$75,932	\$25,747,174	\$349,068	98.7%	Dec 2016
#3 District marine headquarters	29031	2011	\$8,071,811	\$271,811	\$15,615	\$287,426	\$7,784,385	3.6%	Tbd
Vehicles (replacement and additional staff)	29010	2016	\$4,040,000	\$0	\$880,285	\$880,285	\$3,159,715	21.8%	Dec 2016
Business intelligence	29011	2015	\$1,588,857	\$238,857	\$9,542	\$248,399	\$1,340,458	15.6%	Dec 2016
Information technology hardware and software	29022	2016	\$1,475,000	\$0	\$98,049	\$98,049	\$1,376,951	6.6%	Dec 2016
Technical investigations	29023	2015	\$1,460,642	\$139,642	\$0	\$139,642	\$1,321,000	9.6%	Dec 2017
King sub-station	29046	2016	\$1,300,000	\$0	\$30	\$30	\$1,299,970	0.0%	Dec 2017
Data governance and retention management	29032	2015	\$970,187	\$420,187	\$137,570	\$557,757	\$412,430	57.5%	Dec 2016
Information technology infrastructure	29030	2016	\$918,000	\$0	\$31,940	\$31,940	\$886,060	3.5%	Dec 2016
Police helicopter retrofit	29050	2016	\$689,000	\$0	\$0	\$0	\$689,000	0.0%	Dec 2016
Specialized equipment	29017	2016	\$665,000	\$0	\$53,006	\$53,006	\$611,994	8.0%	Dec 2016
#4 District renovations	29043	2014	\$413,556	\$263,556	\$3,903	\$267,459	\$146,097	64.7%	Tbd
Existing facilities renovations	29033	2016	\$327,000	\$0	\$4,061	\$4,061	\$322,939	1.2%	Dec 2016
Disaster recovery plan	29049	2016	\$308,000	\$0	\$0	\$0	\$308,000	0.0%	Dec 2016
YRPNet re-write	29048	2016	\$150,000	\$0	\$0	\$0	\$150,000	0.0%	Dec 2016
In-car video	29026	2016	\$131,000	\$0	\$2,140	\$2,140	\$128,860	1.6%	Dec 2016
<b>Total capital budget spending</b>			<b>\$75,730,036</b>	<b>\$33,723,036</b>	<b>\$4,772,669</b>	<b>\$38,495,705</b>	<b>\$37,234,331</b>	<b>50.8%</b>	

Notes:

1. Capital Authority represents prior year project spending and amounts approved in the Capital Budget for single-year and multi-year projects.

## Schedule of Reserve Balances as of April 30, 2016

Reserve fund	Reserve #	Balance at Dec. 31/15	Funding to Reserve	Funding to Budget	Interest Earned	Balance at Apr. 30/16
Board public relations fund	89595	\$248,610	\$32,992	-\$35,300	\$0	\$246,302
Development charge reserve	89335	\$12,940,295	\$1,034,227	-\$1,329,868	\$49,645	\$12,694,298
Sick bank reserve	89615	-\$4,798,991	\$500,000	\$0	\$0	-\$4,298,991
<b>Total reserves</b>		<b>\$8,389,914</b>	<b>\$1,567,219</b>	<b>-\$1,365,168</b>	<b>\$49,645</b>	<b>\$8,641,609</b>





<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
<i>Expenditures</i>					
Salary	1000	70,651,873.70	218,118,262.00	147,466,388.30	32.39
SalaryOverTime	1020	1,363,362.94	3,251,600.00	1,888,237.06	41.93
CourtOvertime	1021	565,721.15	1,667,700.00	1,101,978.85	33.92
ReturnedOvertime	1022	-158,688.44	-1,076,300.00	-917,611.56	14.74
Salary Adjustments	1050	667,535.37	2,800,000.00	2,132,464.63	23.84
<i>Subtotal Salaries</i>		<b>73,089,804.72</b>	<b>224,761,262.00</b>	<b>151,671,457.28</b>	<b>32.52</b>
Benefits	2500	21,740,092.75	57,210,600.00	35,470,507.25	38.00
<i>Total Salaries &amp; Benefits</i>		<b>94,829,897.47</b>	<b>281,971,862.00</b>	<b>187,141,964.53</b>	<b>33.63</b>
OtherAllowances	5000	54,368.52	1,260,500.00	1,206,131.48	4.31
Travel Allowance	7000	38.38	2,000.00	1,961.62	1.92
Professional Development	9000	68,724.64	266,400.00	197,675.36	25.80
Meetings	9002	39,235.97	100,900.00	61,664.03	38.89
Staff Training & Development	10000	318,154.05	1,044,300.00	726,145.95	30.47
Tuition-Taxable	10020	45,475.99	250,000.00	204,524.01	18.19
Training Ontario Police College	10100	41,064.62	225,000.00	183,935.38	18.25
Training Canadian Police College	10110	62,577.02	121,000.00	58,422.98	51.72
Membership Fees	11000	49,556.83	126,900.00	77,343.17	39.05
Advertising Publicity	11050	12,291.33	22,600.00	10,308.67	54.39
SpecialEvents	11250	32,860.37	189,900.00	157,039.63	17.30
PublicRelations	11300	65,907.00	252,600.00	186,693.00	26.09
BoardDisbursements	11350	1,937.53	3,100.00	1,162.47	62.50
Telephone	120x0	253,301.31	856,900.00	603,598.69	29.56
Publications_Subscriptions	12100	32,097.93	70,200.00	38,102.07	45.72
Courier	12200	4,465.81	19,700.00	15,234.19	22.67
Postage	12250	23,143.03	75,700.00	52,556.97	30.57
Office Supplies	12350	55,323.74	314,000.00	258,676.26	17.62
Repair_MaintComputerSoftware	12400	1,341,105.20	2,348,500.00	1,007,394.80	57.10
ComputerSupplies	12410	34,831.24	250,500.00	215,668.76	13.90
PrintshopPrintingAllocation	12658	11,669.25	120,000.00	108,330.75	9.72
Printing-External	12750	24,748.31	161,000.00	136,251.69	15.37
OfficeEquipmentRental	12850	27,342.14	67,700.00	40,357.86	40.39
TelecommunicationLines	13050	94,760.55	442,400.00	347,639.45	21.42
TelecomContracts	13060	290,387.19	335,000.00	44,612.81	86.68
<i>Total Administration Expense</i>		<b>2,985,367.95</b>	<b>8,926,800.00</b>	<b>5,941,432.05</b>	<b>33.44</b>
ClothingSupplies	20000	258,764.36	1,265,700.00	1,006,935.64	20.44
Uniforms-SpecialUnits	20030	55,582.33	351,500.00	295,917.67	15.81
Equipment-FirearmsSpecialUnit	20170	45,237.13	458,700.00	413,462.87	9.86
Radio License	21000	165,344.00	167,000.00	1,656.00	99.01
MealsCatering	23135	12,076.42	63,500.00	51,423.58	19.02
AudioVisual	24010	5,443.90	102,500.00	97,056.10	5.31
PhotographicEquipment	24040	0.00	90,100.00	90,100.00	0.00
PhotographicSupplies	24060	635.33	55,300.00	54,664.67	1.15
FingerPrintMiscellaneous	24070	985.25	25,000.00	24,014.75	3.94
FingerPrintChemicals	24080	0.00	6,000.00	6,000.00	0.00
InvestigationExpense	24090	94,747.51	439,200.00	344,452.49	21.57
Recruiting	25210	29,682.75	56,900.00	27,217.25	52.17
ServiceAgents	25220	229,332.39	947,300.00	717,967.61	24.21
Material Supplies-External	26030	42,416.06	171,100.00	128,683.94	24.79
Gas Oil	26060	577,565.18	3,146,800.00	2,569,234.82	18.35
Diesel	26070	42.19	34,500.00	34,457.81	0.12
Purchase Of Service	28520	116,238.99	684,600.00	568,361.01	16.98
Rent-CommunicationProperty	29630	1,896.83	7,500.00	5,603.17	25.29
LeasedPagingEquipment	29640	83.89	0.00	-83.89	NIL
<i>Total Program Related Expense</i>		<b>1,636,074.51</b>	<b>8,073,200.00</b>	<b>6,437,125.49</b>	<b>20.27</b>
LegalFees	25020	13,231.87	121,500.00	108,268.13	10.89
Translation	25070	4,086.36	45,100.00	41,013.64	9.06
Consultant	25100	41,967.36	347,500.00	305,532.64	12.08
<i>Total Professional Services Expense</i>		<b>59,285.59</b>	<b>514,100.00</b>	<b>454,814.41</b>	<b>11.53</b>

<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
Hydro_Water	30000	355,438.06	1,366,400.00	1,010,961.94	26.01
Heat	30020	126,121.16	346,800.00	220,678.84	36.37
OfficeCleaning	30031	135,675.28	946,000.00	810,324.72	14.34
Caretaking	30050	35,901.09	154,000.00	118,098.91	23.31
PropertyBuildingRental	30090	343,980.34	1,097,900.00	753,919.66	31.33
InsuranceAllocation	30118	798,666.68	2,396,000.00	1,597,333.32	33.33
BuildingRenovations	30120	0.00	50,000.00	50,000.00	0.00
<b>Total Occupancy Expense</b>		<b>1,795,782.61</b>	<b>6,357,100.00</b>	<b>4,561,317.39</b>	<b>28.25</b>
Repair_MaintBuildingExternal	31000	8,554.27	113,400.00	104,845.73	7.54
Repair_Maint Contracts	31xx0	296,681.50	1,453,300.00	1,156,618.50	20.41
Repair Maint Vehicles	37510	306,180.60	1,602,500.00	1,296,319.40	19.11
Repair Vehicle Accidents	37515	132,852.31	293,000.00	160,147.69	45.34
Repair_Maint Office Equipment	37590	772.86	28,300.00	27,527.14	2.73
Repair_Maint Special Equipment	37600	162,758.13	781,900.00	619,141.87	20.82
Repair_Maint Computer Equipment	37610	78,091.71	204,500.00	126,408.29	38.19
Repair_Maint Telecommunications	37630	270,138.07	494,200.00	224,061.93	54.66
<b>Total Repairs &amp; Maintenance Expense</b>		<b>1,256,029.45</b>	<b>4,971,100.00</b>	<b>3,715,070.55</b>	<b>25.27</b>
BankCharges-General	50030	43,010.87	184,000.00	140,989.13	23.38
Allocated-Debt Principle	54508	1,050,926.23	3,153,094.00	2,102,167.77	33.33
Allocated-DebtInterest	54518	663,500.00	3,725,174.00	3,061,674.00	17.81
<b>Total Financial Items</b>		<b>1,757,437.10</b>	<b>7,062,268.00</b>	<b>5,304,830.90</b>	<b>24.88</b>
Contribution to Capital - Facilities	57210	109,000.00	327,000.00	218,000.00	33.33
ContribToDebtReductionReserve	57635	104,791.67	314,375.00	209,583.33	33.33
ContribToFuelCostStabilization	57644	132,650.55	0.00	-132,650.55	NIL
ContribToSickLeaveReserve	57650	500,000.00	1,500,000.00	1,000,000.00	33.33
Contribution to Capital - Equipment	57670	716,000.04	2,148,000.00	1,431,999.96	33.33
Contribution to Capital - Vehicles	57690	1,346,666.68	4,040,000.00	2,693,333.32	33.33
ContribToSeizedMoney	57970	32,992.22	60,000.00	27,007.78	54.99
<b>Total Contributions to Reserves</b>		<b>2,942,101.16</b>	<b>8,389,375.00</b>	<b>5,447,273.84</b>	<b>35.07</b>
Recovery - Emergency Services	61009	-18,066.68	-54,200.00	-36,133.32	33.33
Allocated - Planning	62038	56,666.68	170,000.00	113,333.32	33.33
Allocated Transportation & Works	62048	136,266.68	408,800.00	272,533.32	33.33
Negotiated Legal	62098	226,666.68	680,000.00	453,333.32	33.33
<b>Total Internal Charges</b>		<b>401,533.36</b>	<b>1,204,600.00</b>	<b>803,066.64</b>	<b>33.33</b>
Purchase Of Equipment	40000	23,697.88	380,700.00	357,002.12	6.22
OperatingEquipment	40010	1,131.25	196,700.00	195,568.75	0.58
VehicleEquipment	40040	4,352.53	120,000.00	115,647.47	3.63
ComputerHardware	41000	3,642.05	0.00	-3,642.05	NIL
ComputerSoftware	41010	91,802.80	272,300.00	180,497.20	33.71
<b>Total Minor Equipment</b>		<b>124,626.51</b>	<b>969,700.00</b>	<b>845,073.49</b>	<b>12.85</b>
<b>Total Expenditures</b>		<b>107,788,135.71</b>	<b>328,440,105.00</b>	<b>220,651,969.29</b>	<b>32.82</b>
<b>Revenues</b>					
ProvincialGrant	71010	-3,414,117.62	-10,648,300.00	-7,234,182.38	32.06
<b>Total Provincial Funding</b>		<b>-3,414,117.62</b>	<b>-10,648,300.00</b>	<b>-7,234,182.38</b>	<b>32.06</b>
Recovery - Other	70400	-850.00	-615,000.00	-614,150.00	0.14
Fees & Charges	75000	-745,207.56	-3,168,100.00	-2,422,892.44	23.52
AdministrativeFees	75040	-154,082.19	-851,300.00	-697,217.81	18.10
SundryRevenue	75060	-125,815.66	-132,000.00	-6,184.34	95.31
PoliceEscorts	75090	-179,266.50	-915,000.00	-735,733.50	19.59
AccidentReports	75130	-1,077,058.95	-5,575,000.00	-4,497,941.05	19.32
PrisonerEscorts	75150	9,532.05	-40,000.00	-49,532.05	-23.83
LeaseRentalRevenue	75160	-40,890.23	-150,000.00	-109,109.77	27.26
AlarmMonitoringFees	75180	-496,434.25	-2,209,100.00	-1,712,665.75	22.47
ThirdPartyRecovery	75310	-426,768.95	-1,771,600.00	-1,344,831.05	24.09
ClearanceLetterRevenues	75330	-571,200.01	-1,609,000.00	-1,037,799.99	35.50

<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
VolunteerApplicantScreeningRev	75335	-498,585.00	-1,076,000.00	-577,415.00	46.34
Freedom of Information Revenue	75340	-46,570.04	-150,000.00	-103,429.96	31.05
VehicleAuctionProceeds	75520	-209,211.00	-374,100.00	-164,889.00	55.92
<b><i>Total Fees &amp; Charges</i></b>		<b>-4,562,408.29</b>	<b>-18,636,200.00</b>	<b>-14,073,791.71</b>	<b>24.48</b>
ContribFromPoliceBuildingReserve	77060	-1,329,868.32	-3,989,605.00	-2,659,736.68	33.33
Contri From Seized Money	77830	-35,300.00	-100,000.00	-64,700.00	35.30
<b><i>Total Contributions from Reserves</i></b>		<b>-1,365,168.32</b>	<b>-4,089,605.00</b>	<b>-2,724,436.68</b>	<b>33.38</b>
<b><i>Total Revenues</i></b>		<b>-9,341,694.23</b>	<b>-33,374,105.00</b>	<b>-24,032,410.77</b>	<b>27.99</b>
<b><i>Net Position</i></b>		<b>98,446,441.48</b>	<b>295,066,000.00</b>	<b>196,619,558.52</b>	<b>33.36</b>



## **FINANCIAL NOTES**

### **SALARIES**

The Salaries account is 32.3 percent spent at April 30, 2016.

Net Overtime is 46.1 percent spent which includes the estimated banked liability. To date, Salary Overtime is over budget, and Returned Overtime, which is seasonal, is under budget causing a net unfavorable variance. Court Overtime is close to budget. The actual payout to date, before overtime bank accrual, is \$237,212. For comparison purposes, net overtime as of April 30, 2015 was 44.1 percent spent.

### **BENEFITS**

Employee benefits accounts are unfavorable at 38.0 percent spent. Contributions for Canada Pension Plan and Employment Insurance are expensed relative to earnings until maximums are reached whereas budgeted funding is measured evenly over the year. Last year at this time accounts were 38.3 percent spent.

### **OPERATING EXPENSES**

#### **Administration Expense**

Favorable variances in several accounts including Staff Training and Allowances, Special Events, Telephone, Office and Computer Supplies, Printing and Telecom Lines are offset by unfavorable variances in Computer Software Maintenance and Telecom Contracts. The Computer Software Maintenance account includes two quarters of CAD/RMS and eJust expense as well as three quarters of Microsoft Licensing fees. The Telecom Contracts account includes the annual radio maintenance contract payment.

#### **Program Related Expense**

Overall spending is less than planned due to under spending in Clothing, Uniforms Special Units, Equipment Firearms, Audio Visual, Photographic Equipment, Investigation Expense, Service Agents, Gasoline and Purchase of Service accounts. The annual Industry Canada Radio License fees have been processed.

#### **Professional Services Expense**

Legal, translation and consulting fees are all under plan.

#### **Occupancy Expense**

All accounts, with the exception of Heat, are temporarily showing favorable variances.

#### **Repairs & Maintenance Expense**

Total repairs and maintenance costs are currently under budget due to favorable variances in building maintenance, vehicle maintenance and special equipment repairs accounts. Vehicle accident repairs are ahead of plan. The telecommunication repairs account includes the annual payment for the technical investigations maintenance agreement.

#### **Financial Items**

Debt interest charges and bank charges are well below plan.

### Contribution to Reserves

A Contribution to the Fuel Stabilization Reserve, in return for lower than planned fuel pricing, is unbudgeted.

### Internal Charges

All Regional charges have been allocated at approved budget amounts. Later in the year, if not year-end, expenses will be trued up to reflect actual cost.

### Asset Acquisition

Minor equipment accounts are temporarily underspent due to the timing of the procurement process.

## **REVENUES**

Provincial funding is slightly under budget. Total Fees and Charges are below plan with only Sundry Revenue, Clearance Letter, Volunteer Applicant Screening and Vehicle Auction Proceeds accounts being favorable. The Sundry Revenue account includes cost recovery for a clandestine drug operation. Other fees and charges are under budget, most notably Accident Reports and Alarm Monitoring Fees. Under the Recovery account, the chargebacks to Fire Services for IT support and the Voice Radio service has not yet been recorded. Contributions from seized monies to pay for Police Services Board public relations expenses are close to budget.

## **POLICE SERVICES BOARD PUBLIC RELATIONS FUND**

Year-to-date contributions to the reserve as of April 30, 2016 total \$32,992 all from forfeited monies. To date, no interest on the account has been recorded. A draw from the reserve of \$35,300 has been made to pay for approved expenditures.

## **DEVELOPMENT CHARGE RESERVE**

Development charge collections to date total \$1,034,227. Interest earned on this account totals \$49,645. Combined payments made on the development charge portion of debentures and Capital projects total \$1,329,868.

## **SICK BANK RESERVE**

The year-to-date contribution of \$500,000 is on plan. Interest earned on this account has not yet been recorded.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 22, 2016

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**Audits of 2015 Financial Statements and Toronto 2015 PAN and  
PARAPAN American Games**

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**RECOMMENDATION**

1. That the Board receive this report for information.

**SYNOPSIS**

This report is to update the Board that there were no changes to the reported 2015 York Regional Police financial reporting after completion of the external audit review by KPMG LLP. In addition, the provincial audit of the 2015 Toronto Pan and Parapan American Games has concluded with actual spending totalling \$2,424,905, an adjustment of (\$12,703) primarily due to declined claims for Ontario Workplace Safety and Insurance Board (WSIB) costs on overtime pay.

**FINANCIAL IMPLICATIONS**

In a typical year, surpluses are transferred to The Regional Municipality of York's Debt Reduction Fund in accordance with the surplus management policy within the Regional Fiscal Strategy. At its June 8, 2016 meeting, the Audit Committee received a report outlining an allocation of \$29.4 million from the operating surplus to reserves and reserve funds, which excluded a contribution from the York Regional Police 2015 Operating Budget as it was fully spent.

The audit to the 2015 Toronto Pan and Parapan American Games (the Games) was concluded in March 2016. The adjustments of (\$12,703) will result in a revenue variance within 2016 Operating results.

## **BACKGROUND**

### 2015 York Regional Police Financial Reporting

At its March 23, 2016 meeting, the Board received a Draft Financial Statement (un-audited) for the period ending December 31, 2015, reporting total net Operating expenditures of \$288,837,609 or 100.0 percent of budget, subject to review by the Regional Finance staff and by external auditors. For comparison purposes, the Operating Budget for York Regional Police was 98.0 percent spent at December 31, 2014. In June 2016, an external audit was completed by KPMG LLP Chartered Professional Accountants resulting in no changes to operating, capital or reserve balances for York Regional Police.

As in prior years, the Region's Finance department has applied non-budgeted charges of \$9,317,299 in accordance with Public Sector Accounting Board (PSAB) requirements for tangible capital asset costs for amortization, debt principal and disposal of capital assets. The resulting 2015 net expenditures total \$301,233,597 including non-budgeted PSAB charges, as follows:

#### **Non-Budgeted PSAB Charges**

<b>Account</b>	<b>Amount</b>
Amortization expense	\$12,316,614
Debt principal contra	(\$3,188,847)
TCA sale proceeds	\$535,378
Gain on sale of capital assets	(\$450,611)
Loss on sale of capital assets	\$104,765
<b>Total Non-Budgeted PSAB Charges</b>	<b>\$9,317,299</b>

### Toronto 2015 PAN and PARAPAN American Games

At its January 20, 2016 meeting, the Board received a report on the Toronto 2015 PAN/PARAPAN American Games reporting actual costs of \$2,437,608 or 68 percent spent of the budget of \$3,599,000 and subject to further review and audit by the Ministry of Community Safety and Correctional Services (the Ministry). By March 7, 2016, the Ministry's auditor PricewaterhouseCoopers LLP communicated an overstatement totalling (\$12,703) primarily due to declined claims for Ontario WSIB costs on overtime pay as they were not identified within the Cost Contribution Agreement as a reimbursable expense. Therefore, the revised actual cost of the Games totalled \$2,424,905. Partial payments were received on April 5, 2016 with \$424,777 currently outstanding for August to October 2015 costs for operational and demobilization resources. It is expected that final remittances will be received shortly.



It is therefore recommended that the audit of 2015 financial statements and Toronto PAN and PARAPAN American Games be received for the Board's information.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:jc

Accessible formats or communication supports are available upon request



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 22, 2016

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**State of Infrastructure Report 2015**

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**RECOMMENDATIONS**

1. That the Board approve this report; and
2. That a copy of the State of Infrastructure Report 2015 be submitted to the Asset Management Steering Committee for a consolidated report to Regional Council.

**SYNOPSIS**

This report provides detailed information on asset infrastructure and an overall assessment of how well York Regional Police assets are achieving their objectives and whether they meet both current and future demand. A grade of A was received, or a very good grade, as of December 2015 with a neutral trend for 2017. In this report, the state of infrastructure assessment introduced new methodologies and metrics to rate the criteria of Condition, Reliability and Capacity. In addition, a neutral two-year trend was forecasted to reflect Capital projects underway for the Training Facility and the new 1 District. In comparison, the 2013 State of Infrastructure received an overall assessment of B, or a good grade, with a positive trend forecast due to the Training Facility and Radio System project.

With the Board's approval, the December 2015 report will be submitted to the Region's Asset Management Steering Committee for a consolidated Regional report. Going forward, the state of infrastructure is expected to be reported to the Board every two years.

**FINANCIAL IMPLICATIONS**

There are no direct financial implications from this report.

## BACKGROUND

The York Regional Police State of Infrastructure Report 2015 (hereafter referred to as 2015 YRP SOIR) was developed to allow York Regional Council, The York Regional Police Services Board, and the public to gain a detailed understanding of the infrastructure assets owned and operated by York Regional Police. The 2015 SOIR was compiled in association with Financial Services, external consultants Yaku Consulting and IBI Group, and in compliance with Corporate Asset Management Policy. This is the second York Regional Police SOIR, following the first one published for 2013.

The 2015 YRP SOIR forms a key reporting component of the overall comprehensive asset management plan. To further refine the process to accurately measure and evaluate assets, various changes and enhancements were made to the methodology used in the 2013 YRP SOIR to measure the criteria of reliability, capacity and condition. This includes re-categorizing assets from three to five categories, introduction of new measures to promote alignment with York Region Departmental SOIRs, new indicators, and introduction of asset degradation curve.

The report outlined historical asset infrastructure costs of \$207.4 million and replacement cost of \$242.2 million. Replacement costs exclude retired items, land, leased properties and leaseholder improvements. Also, for all assets excluding Facilities, replacement cost is assumed to be the same as historical cost. The relatively young age and preventative maintenance schedule was reflected in the assessment grading, as follows:

### Assessment Grading

Asset Group	Historical Cost (millions)	Replacement Cost (millions)	Grade	Trend
Facilities	\$112.0	\$146.8	B	↑
Information Technology	\$20.4	\$20.4	A	↔
Fleet	\$36.6	\$36.6	A	↔
Telecommunications	\$27.8	\$27.8	A	↔
Specialized Equipment	\$10.6	\$10.6	B	↔
<b>Overall</b>	<b>\$207.4</b>	<b>\$242.2</b>	<b>A</b>	↔

### Facilities

The reliability of Facilities were rated A or very good, whereas the capacity and condition criteria both received a B or good rating. Capacity challenges will be mitigated with the addition of the new Training Branch facility in 2017, followed by a renovation of #4 District when Training Branch leaves this space. Condition measures such as physical condition and maintainability are rated B overall due to the age and deterioration of #1 District. The positive two year trend reflects the planned construction of the new Training Branch facility, #3 District Marine and #1 District headquarters.

### Information Technology

All three criteria were rated A or very good, with a neutral trend for the future. This is an improvement from a B rating from the 2013 SOIR, which also indicated a positive trend to 2015. The 2015 SOIR introduced four versus two asset groups in order to accurately group assets and to maintain consistency with York Region Corporate IT Services, and new quantitative metrics. This rating is reflective of the Board's investment in using the latest technology to assist in delivering efficient and effective police services to the public.

### **Fleet**

All three criteria were rated A or very good, with a neutral trend for the future. This is an improvement from a B rating from the 2013 SOIR, which also indicated a positive trend to 2015. Metrics such as asset replacement schedule, 3.5:1 Staff to Vehicle Ratio in accordance with police industry benchmarks, and regular inspection and maintenance measures led to an improved rating.

### **Telecommunications**

All three criteria were rated A or very good, with a neutral trend for the future. This is an improvement from a B rating from the 2013 SOIR, which also indicated a positive trend to 2015. This improvement is reflective of the Board's investment in the replacement radio system which became operational in 2014.

### **Specialized Equipment**

This group includes special-purpose equipment used by each District, as well as the Traffic Unit, Emergency Response Unit, Forensic Identification Unit and Intelligence Unit. All three criteria were rated B or good, with a neutral trend for the future. This is a consistent rating as was reported in the 2013 SOIR.

### **Overall**

The overall state of infrastructure received an A, or very good grade, based upon a detailed analysis of the Condition, Reliability and Capacity of infrastructure assets, with a neutral trend to 2017. The asset infrastructure receiving good grades include the newest assets and the radio system. The two-year neutral trend is reflective of Capital projects underway for the Training Facility and #1 District headquarters.

Subject to the Board's approval, the York Regional Police State of Infrastructure Report 2015 will be submitted to the Asset Management Steering Committee to form part of a planned consolidated report, expected to be presented to Regional Council in 2016.

It is therefore recommended that the Board receive the State of Infrastructure Report with an overall A grade for facilities, information technology, fleet, telecommunications and specialized equipment.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:se

Accessible formats or communication supports are available upon request





# York Regional Police

## STATE OF INFRASTRUCTURE REPORT 2015



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Prepared for York Regional Police  
by YAKU Consulting, IBI Group and York Regional Police  
June 6, 2016

<b>CLIENT:</b>	York Regional Police
<b>PROJECT NAME:</b>	York Region Corporate State of Infrastructure 2015
<b>REPORT TITLE:</b>	York Regional Police State of Infrastructure Report 2015
<b>IBI REFERENCE:</b>	39630
<b>VERSION:</b>	2.0
<b>DIGITAL MASTER:</b>	J:\39630_YRCorpReport\10.0 Reports\2015 YRP SOIR - Final Report\YRP SOIR 2015_2016-06-06_V1.2.docx\2016-06-07\KB
<b>ORIGINATOR:</b>	Kristina Boka, Bertina Lin, Mohammad Al-Ansari, Brandon Hunt, Sunita Erry, Iris Zhu, Lindsay Liu
<b>REVIEWER:</b>	David Kamnitzer, Dean Rurak, Sunita Erry, Iris Zhu, Lindsay Liu
<b>AUTHORIZATION:</b>	Jeffrey Channell
<b>CIRCULATION LIST:</b>	
<b>HISTORY:</b>	Final Report – Version 2.0



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## Executive Summary

The York Regional Police State of Infrastructure Report 2015 (hereafter referred to as “2015 YRP SOIR”) was developed to allow York Regional Council, the York Regional Police Services Board, and the public to gain a detailed understanding of the infrastructure assets owned and operated by York Regional Police (YRP). This report represents the state of York Regional Police infrastructure within the Asset Management Framework of the Regional Municipality of York (York Region). The 2015 YRP SOIR provides detailed information on asset infrastructure, and an overall assessment of A was determined (with a ↔ neutral trend to 2017), a very good grade for the state of infrastructure as of December 2015.

This report endeavors to answer the following questions:

- What assets does YRP own?
- How much are the assets worth?
- What condition are they in?
- What is their reliability and quality?
- Do they meet the current and future needs for adequate policing?
- YRP currently owns and manages five (5) branches of assets (as of December 31, 2015):
  - Facilities
  - Information Technology
  - Fleet
  - Telecommunications
  - Specialized Equipment.

Three (3) distinct criterion were used to evaluate each asset branch (further detailed in Section 2.1 Criteria and Measures):

Criteria	Definition
Reliability	Reliability is a measure of the ability to meet requirements for quality, standards, service interruptions, statutory compliance, functionality, safety, and security.
Capacity	Capacity is a measure of the ability to meet the required service levels based on current requirements. Measurement of future capacity provides insight into the impacts of growth, including how to prepare for future infrastructure requirements.
Condition	Condition is a measure of the physical condition and maintainability of the infrastructure, including age and maintenance practices. Condition provides an understanding of the remaining service life of the assets.

A simple alphabetical grading system is used to grade these criteria:

A = Very Good ; B = Good ; C = Fair ; D = Poor ; F = Very Poor

In addition, trends for the grades are forecasted to 2017, two (2) years in the future – when the next YRP SOIR will be published. These consist of:

↑ Positive Trend: Grade is expected to improve

↔ Neutral Trend: Grade is expected to stay unchanged

↓ Negative Trend: Grade is expected to worsen

Given the short timeframe, the trends forecasted are not necessarily reflective of the long-term outlook. The long-term outlook is expected to be positive due to YRP's extensive strategic long-term planning.

## Overall Grading Summary

For each criterion, relevant measures (and indicators for these measures) were carefully selected, scored, and graded based on the best available quantitative and qualitative data. Extensive consultation with YRP branch managers and officers-in-charge, as well as subject matter experts, has been conducted to collect data and professional opinions. The final evaluation results for each measure are presented in the following table, with a forecasted trending within the next two (2) years (until the 2017 YRP SOIR is published).

Asset Branch	Criterion	2013 Grade	2015 Grade	Trend to 2017
<b>Facilities</b>		<b>B</b>	<b>B</b>	↑
	Reliability	B	A	↔
	Capacity	C	B	↑
	Condition	B	B	↑
<b>Information Technology</b>		<b>B</b>	<b>A</b>	↔
	Reliability	B	A	↔
	Capacity	B	A	↔
	Condition	B	A	↔
<b>Fleet</b>		<b>B</b>	<b>A</b>	↔
	Reliability	B	A	↔
	Capacity	B	A	↔
	Condition	B	A	↔
<b>Telecommunications</b>		<b>C</b>	<b>A</b>	↔
	Reliability	C	A	↔
	Capacity	C	A	↔
	Condition	C	A	↔
<b>Specialized Equipment</b>		<b>B</b>	<b>B</b>	↔
	Reliability	B	B	↔
	Capacity	B	B	↔
	Condition	B	B	↔
<b>OVERALL</b>		<b>B</b>	<b>A</b>	↔

*Note: A complete list of grades for the 2015 YRP SOIR is located in Appendix A – Tables of Measures and Indicators per Asset Branch.*

The overall 2015 YRP SOIR grade is an A, which demonstrates the continued commitment York Regional Police has to providing outstanding service. This is a result of YRP's focus on using state-of-the-art technology and on excellent maintenance and replacement practices and strategies, which allow them to serve the public to the best of their ability. The overall trend is neutral to 2017, with the current grade expected to be sustained.

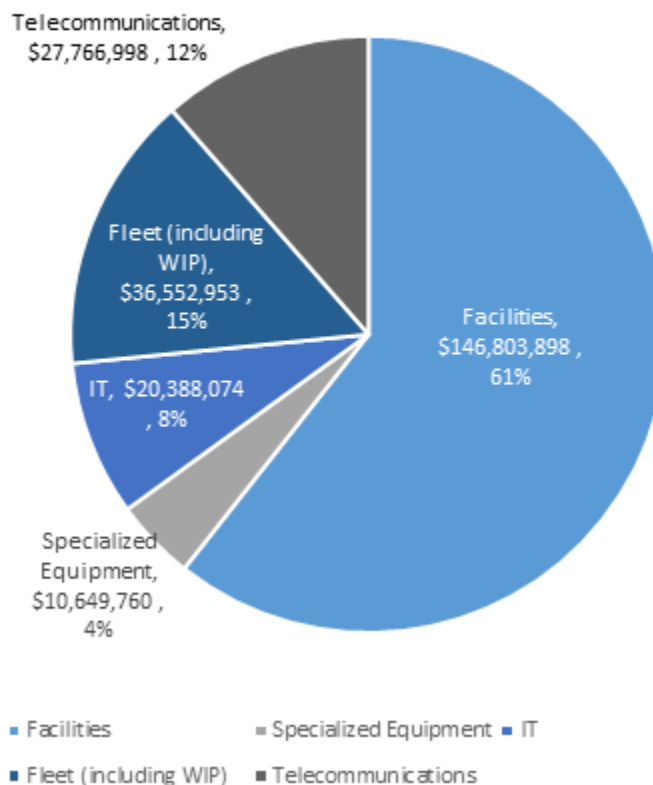
## Financial Position

The financial ability of York Regional Police to meet asset replacement and growth requirements is important to consider in order to ensure that all budgets are sufficient to maintain the current and projected future levels of service. Through a robust capital budgeting process and close collaboration with York Region Corporate Finance, York Regional Police has developed a 10-year Capital Plan. This is supported by an internal 100-year outlook to ensure that infrastructure assets are purchased, constructed, and maintained in a responsible way to meet future demand and provide taxpayers the best value for money. The 10-year Capital Plan, adopted by the York Regional Police Service Board and York Regional Council (in principal) for the 2016 budget process, is a blueprint that provides confidence and certainty to guide the organization's future asset acquisition and development.

The following table and chart display the replacement costs for each asset branch, as well as the total replacement cost of all assets as of December 31, 2015. Additional information, consisting of a series of graphs depicting the replacement cost of YRP assets from different perspectives, are located in Section 8 Financial.

Asset Branch	Historical Cost	Replacement Cost	Percentage of Total Replacement Value	Grade	Trend to 2017
Facilities	\$113,881,603	\$146,803,898	61%	<b>B</b>	↑
Information Technology	\$20,388,074	\$20,388,074	8%	<b>A</b>	↔
Fleet	\$36,552,953	\$36,552,953	15%	<b>A</b>	↔
Telecommunications	\$27,766,998	\$27,766,998	12%	<b>A</b>	↔
Specialized Equipment	\$10,649,760	\$10,649,760	4%	<b>B</b>	↔
<b>Total</b>	<b>\$209,239,388</b>	<b>\$242,161,682</b>	<b>100%</b>	<b>A</b>	↔

### Replacement Cost by Asset Group Total Value = \$242,161,682



*Note: Replacement Costs exclude retired items, land, leased properties, and leaseholder improvements. Also, throughout the report, for all assets except for Facilities – Buildings, Replacement Cost is assumed to be the same as Historical Cost.*

## 1 Introduction

The 2015 YRP SOIR was developed to allow York Regional Council, York Regional Police Services Board, and the public to gain a detailed understanding of the state of the York Regional Police (YRP) infrastructure assets. This is the second YRP SOIR, following the first one published for 2013.

### 1.1 Why a Report on the State of Infrastructure?

The 2015 YRP SOIR forms part of a comprehensive YRP Asset Management plan to improve the asset decision-making process.

Asset management is defined by the Province of Ontario as the following:

*Asset management is an integrated, lifecycle approach to effective stewardship of infrastructure assets to maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable and environmentally-responsible manner.*

The purpose of this report is to:

- Communicate progress and achievement;
- Help drive evidence-based decision making; and
- Communicate how well the assets are achieving their objectives and whether they will meet both current and future demand.

The 2015 YRP SOIR was compiled in collaboration with external consultants, and in compliance with the Corporate Asset Management Policy (as adopted by the Regional Council on November 21, 2013).

## 1.2 What is New in this Report?

Due to the alignment of all 2015 York Region Departmental State of Infrastructure Reports, in order to support this initiative as well as to further refine the process for accurately measuring and evaluating assets, various changes and enhancements were made to the methodology used in the 2013 YRP SOIR. These changes and enhancements are summarized below; additional details are located in refer to Appendix B – Changes to the 2015 Report. The following table lists the changes made in asset categories for the 2015 YRP SOIR:

2013 CATEGORIZATIONS	2015 RE-CATEGORIZATIONS
Equipment section included IT Equipment, Telecommunications, and Specialized Equipment.	IT Equipment, Telecommunications, and Specialized Equipment have been divided into their own separate sections.
IT Equipment assets were divided into two (2) groups in the 2013 YRP SOIR: IT Hardware and IT Infrastructure Equipment and Software Applications.	IT Equipment assets are divided into four (4) groups: IT End User Devices, IT Voice and Data Infrastructure, IT Data Centres, and IT Applications. This was done in order to more accurately group various types of IT Equipment and to maintain consistency with the York Region Corporate IT department.
Telephone Systems were reported with Telecommunications.	Telephone Systems are reported with IT Equipment under IT End User Devices.
Telecommunications Towers were reported with Facilities.	Telecommunications Towers are reported with Telecommunications.

- **Improvements to Data Reporting and Measurement:** several asset management initiatives were planned for the 2015 YRP SOIR, including improvements to monitoring systems and assessment metrics, as well as periodic inventory counts conducted by each YRP branch.
- **Determining Condition - Asset Degradation Curve:** for all of the 2015 York Region Departmental SOIRs, the physical condition of assets were determined using a standard asset degradation curve (i.e., a condition-based lifecycle curve), modified to account for the performance of each asset type over time.

- **Introduction of Measures:** in the 2013 YRP SOIR, only the criteria of Condition, Reliability, and Capacity were used in conjunction with relevant key indicators that were used to determine the grade of each criterion. To promote alignment between the various York Region Departmental SOIRs, measures were introduced to the 2015 YRP SOIR (additional information on measures can be found in *Appendix C – Measure Definitions*). In addition, for 2015 a new measure across all York Region Departmental SOIRs was introduced: Energy Resiliency. For 2015, YRP graded this measure for Facilities – Buildings.
- **New Indicators:** an extensive list of the new indicators used in the 2015 YRP SOIR for each asset type can be found in *Appendix A – Tables of Measures and Indicators per Asset Branch*.
- **Scoring Method:** a new scoring method used to determine grades is further detailed in Section 2.2 Grading.
- **Asset Exclusions:** for YRP Facilities, leaseholder improvements, leased buildings, and land acquisitions were excluded from this report in order to maintain alignment with other York Region Departmental SOIRs.

### 1.3 Report Limitations

The 2015 YRP SOIR is the second review of the YRP State of Infrastructure. In order to review the state of the various YRP assets as of December 31, 2015, this report relied on the best available data sources, YRP branch manager/officer-in-charge professional opinions, as well as Subject Matter Expert (SME) professional opinions. Additional commentary for the report was obtained through discussions and meetings with respective YRP branch managers or officers-in-charge. It is important to recognize that the various sources of data and opinions relied upon for this report have different levels of confidence, which in part depends on the state of each YRP branch's approach to Asset Management (for further details refer to Section 2.3 Data and Appendix D – Data Confidence).

### 1.4 Report Format

The 2015 YRP SOIR contains the following:

- An overview of 2015 YRP State of Infrastructure measurement strategy
- Reporting on the asset criteria of Reliability, Capacity, and Condition for the following asset branches:
  - Facilities
  - Information Technology
  - Fleet
  - Telecommunications
  - Specialized Equipment
- Financial aspects of YRP assets.

## 2 Measuring YRP State of Infrastructure

The ability of YRP to meet its residents' needs and deliver vital services depends on its State of Infrastructure. The overall 2015 YRP SOIR was assessed based on the criteria of Reliability, Capacity, and Condition of the various assets. Reliability, Capacity, and Condition each contain various measures



(e.g., Maintainability is a measure of Condition). Each measure was evaluated using key indicators that were tailored to the unique aspects of each YRP asset type and the corresponding data or management / SME rating. The following sections describe the methodology underlying YRP asset grading and future trend analysis.

## 2.1 Criteria and Measures

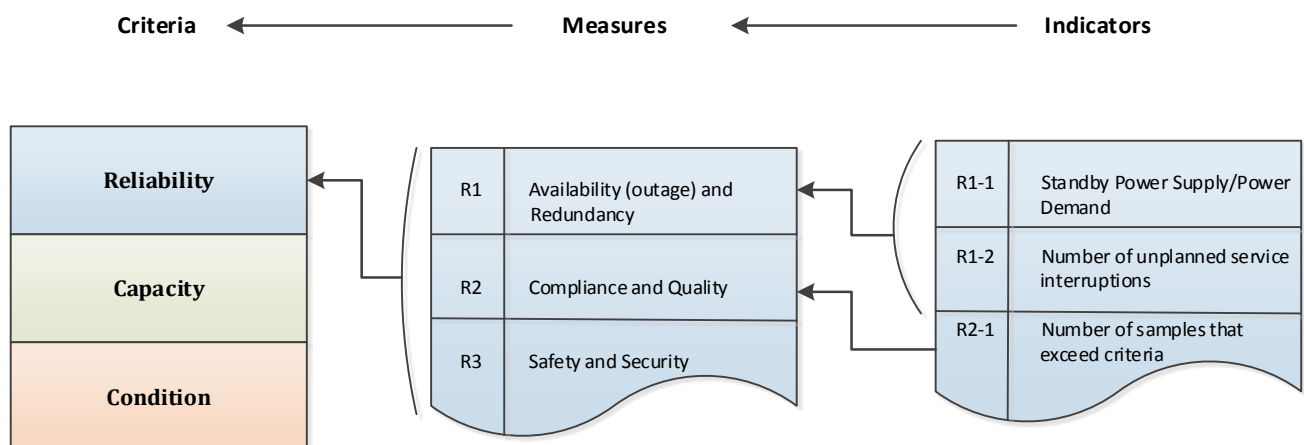
The framework used for the 2015 YRP SOIR is divided into three (3) criterion: Reliability, Capacity, and Condition.

Criteria	Definition
Reliability	Reliability is a measure of the ability to meet requirements for quality, standards, service interruptions, statutory compliance, functionality, safety, and security.
Capacity	Capacity is a measure of the ability to meet the required service levels based on current requirements. Measurement of future capacity provides insight into the impacts of growth, including how to prepare for future infrastructure requirements.
Condition	Condition is a measure of the physical condition and maintainability of the infrastructure, including age and maintenance practices. Condition provides an understanding of the remaining service life of the assets.

Changes have been made to select measures used by the various York Region Departments in 2013 in order to create alignment across all of 2015 York Region Departmental SOIRs. For most measures, this involved either changing the measure name or combining measures from different Departments with similar themes together. Additional information and detailed definitions of the measures used across all of 2015 York Region Departmental SOIRs are located in *Appendix C – Measure Definitions*.

## 2.2 Grading

The following figure demonstrates the relationship between indicators, measures, and criteria.



For each asset branch, the overall grade for each criterion was based on how well the relevant assets met each of the measures contained within the criterion. This grade was determined by scoring and

grading the indicators within each measure. If there were multiple indicators for a measure, the indicator scores within that measure were then averaged to determine an overall grade for that measure. Then, the grades for all of the measures within the criterion were averaged to determine the overall criterion grade.

Grades for the indicators were based on a scoring system from one to five (1 to 5), where one (1) represented the high end, A, and five (5) represented the low end, F. The numeric scores corresponded to an alphabetic grade range from A to D, and F. The numeric score ranges, corresponding alphabetic grades, and grade definitions are presented in the following table. The grade definitions were adopted from the Canadian Infrastructure Report Card.

Alphabetic Grade	Numeric Score Range	Grade	Grade Definitions
<b>A</b>	$1 \leq A \leq 1.5$	Very Good	<b>Fit for the Future</b> Well maintained, good condition, new or recently rehabilitated
<b>B</b>	$1.5 < B \leq 2.5$	Good	<b>Adequate for Now</b> Acceptable, generally approaching mid-stage or expected service life
<b>C</b>	$2.5 < C \leq 3.5$	Fair	<b>Requires Monitoring &amp; Attention</b> Signs of deterioration, where some elements exhibit deficiencies
<b>D</b>	$3.5 < D \leq 4.5$	Poor	<b>At Risk of Affecting Service</b> Approaching end of service life, condition below standard, large portion of the system exhibits significant deterioration
<b>F</b>	$4.5 < F \leq 5$	Very Poor	<b>Unfit for Sustained Service</b> Near or beyond expected service life, widespread signs of advanced deterioration; some assets may be unusable

*Note: For management/SME ratings provided for individual indicators as alphabetic grades, the following corresponding scores were assigned in order to determine the overall average grade for the measure: A=1; B=2; C=3; D=4; F=5.*

*Note: In cases where a management/SME rating grade was noted as B / C or C / D, the scoring associated with each grade was split between the two (e.g., B=2; C=3; B / C=2.5).*

## 2.3 Data

State of Infrastructure reporting is a data-driven process that relies on the accuracy, availability, and quality of relevant data. Results of the data availability and quality assessment for the 2015 YRP SOIR are located in *Appendix D – Data Confidence*.

Since data accuracy is defined as how close the measured data is to the true or representative value, this was not able to be directly measured. In this case, the data sources were considered to be surrogate measures for data accuracy; the more reliable the data sources were, the more accurate the data contained was considered to be. In the case of YRP, all of the data sources were considered to be highly reliable as they were derived from well-maintained police systems. Therefore, all YRP data was considered to be highly accurate.

## 2.4 Trends for the Future

The 2015 YRP SOIR trend analysis focused on how each measure (and its corresponding indicators) has developed since the 2013 YRP SOIR and projecting how it is likely to further develop in the near future, to

2017. A short time frame of two (2) years for the trend analysis is useful for near-term YRP asset planning purposes due to the potential outcomes of the 2015 YRP SOIR grades for various measures and criteria that may take place prior to the 2017 YRP SOIR. In certain cases, such as YRP Facilities, future trend projections have been made beyond 2017 as events that were known to occur beyond 2017 were also taken into account (e.g., construction of the new #1 District HQ from 2017-2019).

Trends are identified as positive, neutral and negative.

↑ Positive Trend: Grade is expected to improve

↔ Neutral Trend: Grade is expected to stay unchanged

↓ Negative Trend: Grade is expected to worsen

## 3 Facilities

YRP Facilities owned assets are comprised of six (6) buildings including York Regional Police Headquarters and five (5) District Headquarters, various furniture and equipment, as well as 12 owned telecommunications towers (two (2) telecommunications towers are leased). For the purposes of this report, telecommunications towers are reported in Section 6 Telecommunications.

These facilities' assets are actively managed and maintained by the YRP Capital Projects and Facilities Management Bureau to ensure they are in a state of good repair. Leaseholder improvements, leased buildings, and land acquisitions were excluded from this report in order to maintain alignment with other York Region Departmental SOIRs.

### 3.1 How We Did Overall

The overall grade for YRP Facilities assets is rated B with a positive trend for the future, as the new Training Branch facility will open in 2017, the new #3 District Marine HQ in 2018, and the new #1 District HQ in 2019.

Facilities – Overall Assessment	2015 Grade	Trend to 2017
Reliability	A	↔
Capacity	B	↑
Condition	B	↑
<b>OVERALL</b>	<b>B</b>	↑

### 3.2 Background

#### 3.2.1 Locations

York Regional Police operates out of a number of facilities; these are a combination of owned and leased locations (as noted previously, leased locations will be not assessed in this report). The following table contains the names and locations of all YRP owned buildings and structures.

YRP Owned Facilities	Location
York Regional Police Headquarters	47 Don Hillock Drive Aurora, L4G 0S7
#1 District Headquarters	240 Prospect Street Newmarket, L3Y 3T9
#2 District Headquarters	171 Major Mackenzie Drive Richmond Hill, L3Y 4N5
#3 District Headquarters	3527 Baseline Road Sutton, L4P 3E9
#4 District Headquarters	2700 Rutherford Road Vaughan, L4K 2N9
#5 District Headquarters	8700 McCowan Road Markham, L3P 7S7
Telecommunications Towers (12)	Various Locations

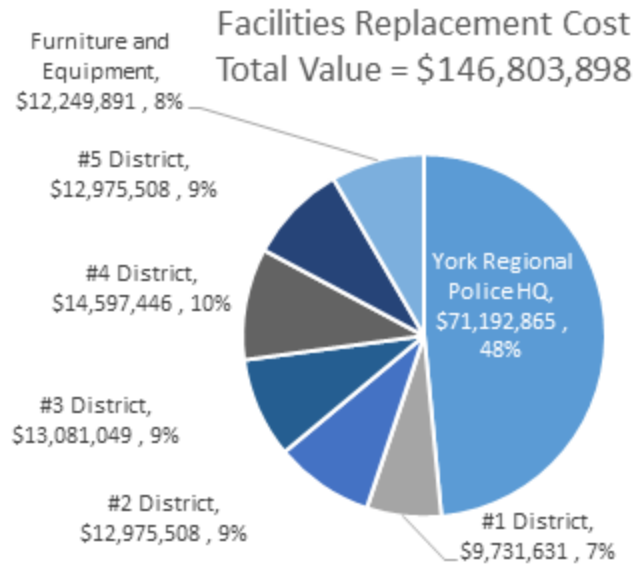
*Note: Telecommunications towers are reported in Section 6 Telecommunications.*

There are three (3) new major buildings on the horizon for YRP, in addition to several smaller substation buildings. The new Training Branch facility will be completed in 2017, the new #3 District Marine HQ in 2018, and the new #1 District HQ will be constructed from 2017-2019. Various YRP substations throughout the Region will be completed by the end of 2020.

### 3.2.2 Historical and Replacement Costs

The following table and graph present the historical and replacement costs of purchasing or renovating existing YRP owned buildings, as well as the furniture and equipment they contain. The replacement costs represent the current best estimates using the Non-Residential Building Construction Price Index (NRBCPI) values for the Toronto Area as provided by Statistics Canada (the most recent available value is for Q1 2015).

Facility Assets	Historical Cost	Replacement Cost	Appreciation %
York Regional Police Headquarters	\$ 65,673,237	\$ 71,192,865	8%
#1 District Headquarters	\$ 1,290,960	\$ 9,731,631	654%
#2 District Headquarters	\$ 10,074,951	\$ 12,975,508	29%
#3 District Headquarters	\$ 6,461,867	\$ 13,081,049	102%
#4 District Headquarters	\$ 9,749,174	\$ 14,597,446	50%
#5 District Headquarters	\$ 6,492,470	\$ 12,975,508	100%
Furniture and Equipment	\$ 12,249,891	\$ 12,249,891	0%
<b>TOTAL</b>	<b>\$ 111,992,549</b>	<b>\$ 146,803,898</b>	<b>31%</b>



### 3.3 Reliability

YRP Facilities received a Reliability grade of A, based on the following measures:

- Availability (Outage) and Redundancy;
- Compliance and Quality;
- Functionality;
- Safety and Security; and
- Energy Resiliency.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Reliability Measures →	Availability (Outage) and Redundancy		Compliance and Quality		Functionality		Safety and Security		Energy Resiliency		Overall	
	2013	2015	2013	2015	2013	2015	2013	2015	2013	2015	2013	2015
<b>Asset Type ↓</b>												
York Regional Police HQ	-	A	-	A	-	A	-	A	-	A	-	A
#1 District HQ	-	A	-	A	-	C	-	A	-	B	-	B
#2 District HQ	-	A	-	A	-	A	-	A	-	B	-	A
#3 District HQ	-	A	-	A	-	A	-	A	-	B	-	A
#4 District HQ	-	A	-	A	-	C	-	A	-	B	-	B
#5 District HQ	-	A	-	A	-	B	-	A	-	B	-	A
Furniture and Equipment	-	N/A	-	A	-	B	-	N/A	-	-	-	A
<b>OVERALL</b>	-	<b>A</b>	-	<b>A</b>	-	<b>B</b>	-	<b>A</b>	-	<b>B</b>	<b>B</b>	<b>A</b>
<b>Future Trend</b>	-	↔	-	↔	-	↔	-	↔	-	↑	↑	↔

The reliability of YRP Facilities is expected to remain at the same level over the next two years (↔ neutral trend) as YRP Facilities continues its commitment to maintaining a high level of building, furniture, and equipment reliability for all staff.

### **3.3.1 Availability (Outage) and Redundancy**

The indicator for Availability (Outage) and Redundancy consisted of the following:

#### **Generator Availability/Power Redundancy**

All currently owned YRP buildings have well maintained generators that support all emergency functions. The overall management rating grade for Generator Availability/Power Redundancy is an A.

For the buildings, a ↔ neutral trend to 2017, as all existing buildings will continue to have and maintain their existing generators, in addition to the new Training Branch (to be completed in 2017) which is expected to have a generator as well to support all emergency functions. Also a ↔ neutral trend beyond 2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019) are expected to have generators as well that will support all emergency functions.

### **3.3.2 Compliance and Quality**

Indicators for Compliance and Quality consisted of the following:

#### **AODA Compliance**

YRP is AODA compliant for all public spaces, including accessible cells. For YRP employee spaces, if a person requires special accommodation, YRP readily accommodates their needs. The YRP Joint Health and Safety Committee manages and maintains YRP AODA compliance in conjunction with YRP Capital Projects and Facilities Bureau staff, who are AODA knowledgeable and ensure that any purchases made or work completed in any YRP building is compliant. No remedial AODA work needed to be done in 2014 or 2015 for any YRP owned buildings, as all AODA provisions were previously accounted for. The overall management rating grade for AODA Compliance is an A.

For buildings, a ↔ neutral trend to 2017 as YRP continues to incorporate AODA requirements in their owned buildings as necessary, in addition to the new Training Branch (to be completed in 2017) which is expected to be fully compliant with the AODA (new build). Also a ↔ neutral trend beyond 2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019) are expected to be fully compliant with the AODA (new builds).

#### **Building Code Compliance**

No internal or external building code deficiencies occurred (or are outstanding) in any YRP owned building from 2014-2015. In addition, as renovation projects are undertaken in any YRP owned building, the requirements for Building Permits are reviewed, and any hired contractors are supervised to ensure compliance. The overall management rating grade for Building Code Compliance is an A.

For buildings, a ↔ neutral trend to 2017, as all existing buildings are anticipated to continue to not have building code deficiencies, in addition to the new Training Branch (to be completed in 2017) which is anticipated to not have building code deficiencies as well. Also a ↔ neutral trend beyond 2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019) are anticipated to not have building code deficiencies as well.

#### **Other Technical Standards Compliance**

No ESA defects or Fire Safety deficiencies occurred (or are outstanding) in any YRP owned buildings for 2014-2015. In addition, YRP Capital Projects and Facilities Bureau staff are well versed in the various codes related to their jobs and receive training as codes change. Log books are maintained at each YRP building site and are reviewed by the TSSA and ESA regularly. The overall management rating grade for Other Technical Standards Compliance is an A.

For buildings, a ↔ neutral trend to 2017, as all existing buildings are anticipated to continue to not have ESA defects or Fire Safety deficiencies, in addition to the new Training Branch (to be completed in 2017) which is anticipated to not have ESA defects or Fire Safety deficiencies as well. Also a ↔ neutral trend beyond 2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019) are anticipated to not have ESA defects or Fire Safety deficiencies as well.

### **Percentage of Assets beyond Replacement Year**

Although this indicator is not directly applicable to buildings as a whole (it is more applicable to facility equipment), 50 years is a common industry standard for the estimated useful life of a building. #1 District HQ is the only current owned facility asset beyond replacement year (as it was built in the 1950s). In 2019, it will be replaced with a new building.

For building equipment, the YRP Capital Projects and Facilities Bureau regularly replaces boilers and chillers after 2/3 the useful life of the building has elapsed (when buildings are approximately 33 years old).

YRP furniture and equipment use often goes beyond standard office use due to various work shifts that cover the essential service of policing 24 hours a day, seven (7) days a week. YRP endeavours to purchase high quality furniture and equipment and maintains it in a state of good condition with repairs when necessary; this can often extend the useful life of furniture/equipment. Frequently worn-out items such as chairs have a regular replacement cycle, other longer-lasting items are purchased as new staff members are hired, as spaces are retrofit, or as offices move. Due to the complexities of assessing this indicator as described above, as well as its inapplicability to buildings in general, it was not graded.

### **3.3.3 Functionality**

Indicators for Functionality consisted of the following:

#### **Work Requests Related to Functional Issues**

York Regional Police staff use the programs Archibus and WebCentral to report any facility issues they encounter; these issues are then assigned to YRP Capital Projects and Facilities Bureau staff to rectify. YRP Capital Projects and Facilities Bureau staff also keep daily log books and preventative maintenance reports to capture all facility functional issues. The overall management rating grade for Work Requests Related to Functional Issues is an A, as all functional issues are solved promptly.

For buildings, a ↔ neutral trend to 2017 as it is projected that the amount of work requests related to functional issues will remain consistent.

#### **Alignment with Business Plan Expectations**

Alignment with Business Plan Expectations is related to YRP near-term financial needs, which will not be graded for this report. The 10-year Capital Plan/2016 Budget does account for the 2014 - 2016 Business Plan (BP) Objectives and Actions that are related to YRP owned buildings. Although this indicator was not graded, it provides additional commentary to inform the future trend to 2017.

For buildings, a ↔ neutral trend is projected to 2017 and beyond as YRP continues to implement/maintain the 2014 - 2016 Business Plan (BP) Objectives and Actions including: maintaining the status of a preferred place of employment, implementing the 20-year Facilities Master Plan, maintaining adequate facilities and equipment that reflect the needs and concerns of members, and providing superior quality service.

#### **Occupant Satisfaction**

Occupant Satisfaction takes into consideration whether each YRP building is pleasant to work in and whether lighting, workstation spacing, etc. are adequate and satisfy the needs of YRP staff. For each YRP owned building, as well as furniture and equipment, the overall average management rating grade for facility amenities is B, somewhat satisfied.



For buildings, a ↔ neutral trend is projected to 2017, as all existing YRP owned buildings will likely remain the same (or be slightly lesser, due to age) in their ability to satisfy occupants (e.g., although \$250,000 is set aside each year in the YRP Capital Budget to ensure all buildings are in good condition and function properly). This is balanced by the addition of the new Training Branch (to be completed in 2017) which is projected to have a high rating for occupant satisfaction as it is a new facility that is designed to meet user needs. A ↑ positive trend is projected beyond 2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019) will also have higher ratings for occupant satisfaction.

For furniture and equipment, a ↔ neutral trend is projected to 2017 as all existing YRP buildings will continue to have furniture and equipment repaired/replaced/updated as needed, although the existing furniture and equipment will age further and may not be as satisfying as newer furniture/equipment. Balancing this, the new Training Branch (to be completed in 2017) will have new furniture and equipment, which will have higher ratings for occupant satisfaction. A ↑ positive trend is projected beyond 2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019) will also have new furniture and equipment, which will have higher ratings for occupant satisfaction.

### Facility Amenities

All YRP buildings have fitness rooms, lunch areas, lounge areas, quiet rooms, meditation rooms, and locker rooms. YRP follows the requirements of the Police Adequacy Standards by providing sworn staff an appropriate place to store equipment (e.g., firearms, uniforms, etc.) as well as showers, lockers, and change rooms. YRP Capital Projects and Facilities Bureau staff maintain all of the facility amenities, ensuring they are available and functional. For all YRP owned buildings, the overall average management rating grade for facility amenities is B, staff needs are addressed well.

For buildings, a ↔ neutral trend to 2017, as all existing YRP owned buildings are projected to have relatively the same amount of amenities as they currently have (but these may be rated slightly lower, due to age). This is balanced by the new Training Branch (to be completed in 2017) which is projected to have a higher rating for facility amenities as it is a new facility, designed to meet the near future user amenity needs. A ↑ positive trend is projected beyond 2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019) will also have high ratings for facility amenities.

### Facility Aesthetics

YRP endeavours to update/refresh their buildings, purchase suitable furniture and fittings, and implement health and safety standards as needed. For each YRP owned building, the overall average management rating grade for facility aesthetics is B, above average.

For buildings, a ↔ neutral trend is projected to 2017, as all existing YRP owned buildings will continue to be well maintained and follow all health and safety standards, however, they will still continue to age and may not be as aesthetically updated as a new building (e.g., YRP HQ). This is balanced by the new Training Branch (to be completed in 2017) which is projected to have a high rating for facility aesthetics, as it is a new facility. A ↑ positive trend is projected beyond 2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019) will have high ratings for facility aesthetics.

### 3.3.4 Safety and Security

A management statement and rating was provided by YRP regarding the Safety and Security measure: for each YRP owned building in 2014 and 2015, YRP Facilities management affirms that no security breaches took place. (For Police, security breaches could occur either in or out of a facility). The overall management rating grade for Safety and Security is an A.

For buildings, a ↔ neutral trend is projected to 2017, as all existing buildings are anticipated to continue to not have any safety and security issues, in addition to the new Training Branch (to be completed in 2017) which is anticipated to not have safety and security issues as well. Also a ↔ neutral trend beyond



2017 as the #3 District Marine HQ (to be completed in 2018) as well as #1 District HQ (to be built 2017-2019).

### 3.3.5 Energy Resiliency

Indicators for Energy Resiliency consisted of the following:

#### LEED™ Standards and “Smart Building” Systems

In partnership with the Region, YRP regularly upgrades each owned building with energy savings programs. This includes Building Automation Systems, automated lighting systems, and plumbing sensors.

Since 2007, York Region has implemented a LEED™ Silver corporate standard for all new Regional facilities constructed that are larger than 500m<sup>2</sup> (for additional information, refer to the York Region Sustainability Strategy 2007). As the only YRP building constructed after 2007, YRP HQ has a LEED™ Silver designation. All other YRP buildings do not have any LEED™ designation. The overall grade for LEED™ Standards and ‘Smart Building’ Systems is a B.

For buildings, a ↑ positive trend to 2017 and beyond as YRP regularly upgrades their facilities for energy savings and sustainability programs. All new builds for YR are a minimum of LEED™ Silver - this will include the new Training Branch facility, #3 District Marine HQ, and #1 District HQ.

## 3.4 Capacity

YRP is still facing spatial capacity challenges on a day-to-day basis as it continues to expand and provide police services and support to the growing population in each District. The 20-year Facilities Master Plan (which will be updated in the summer of 2016) will further address future YRP Facilities initiatives to accommodate this growth.

The York Regional Police Headquarters in Aurora is the home for the Executive Branch, Administrative Branch, Support Services, and Investigative Services. It is the only current YRP building which has built-in capacity to support future growth. This was demonstrated in 2014 with the 3<sup>rd</sup> floor fit-up and parking lot expansion.

However, YRP still faces capacity challenges relating to insufficient office, training, and parking spaces in each of its five (5) District HQs. Some of these challenges will be mitigated with the addition of the new Training Branch facility in 2017, followed by a renovation of #4 District HQ (as the Training Branch leaves this space), as well as the new #3 District Marine HQ (2018), and new #1 District HQ (2017-2019). In addition, leased facilities are used to help alleviate the ongoing capacity issues.

Facilities received a Capacity grade of B, based on management ratings of the following measures:

- Utilization and Supply; and
- Plan to Support Future Needs.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Capacity Measures →	Utilization and Supply		Plan to Support Future Needs		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015
York Regional Police HQ	-	A	-	A	-	A
#1 District HQ	-	C	-	A	-	B
#2 District HQ	-	B	-	B	-	B
#3 District HQ	-	B	-	B	-	B
#4 District HQ	-	B	-	B	-	B
#5 District HQ	-	B	-	B	-	B
Furniture and Equipment	-	B	-	B	-	B
<b>OVERALL</b>	<b>C</b>	<b>B</b>	<b>-</b>	<b>B</b>	<b>C</b>	<b>B</b>
<b>Future Trend</b>	-	↑	-	-	↑	↑

Capacity is expected to improve over the next two years with the additions of the aforementioned YRP buildings and will continue to improve in the longer term as the 20-year Facility Master Plan is fully implemented.

### 3.4.1 Utilization and Supply

Continuous YRP staff growth in recent years has placed increased spatial pressure on each District HQ. To accommodate new staff, all District HQs are currently implementing office reorganization strategies to maximize the usage of existing space.

In addition, the policing models change over time at the District HQs; sometimes additional resource officers are deployed, sometimes programs centralize or decentralize. This leads to staff numbers at the District HQs changing frequently. These changes impact the utilization and supply of parking lot spaces (especially during shift overlaps), locker spaces, workstations, etc. and make it difficult to accurately assess this measure quantitatively. Also adding to the complexity is the fact that a YRP building contains many more program-specific spaces than a regular office building, which reduces the amount of available office space area.

A management rating was provided by YRP for each building's Utilization and Supply, resulting in an overall grade of B for the measure.

The indicator for Utilization and Supply consisted of the following:

#### Percentage of Staff Parking per Building

Parking is another increasing challenge facing staff members and visitors every day at the YRP District HQs. Even though some YRP staff work on a rotating shift schedule, the parking situation is still considered a concern at multiple locations. #1 District HQ and #4 District HQ currently have the most pressing concerns with limited parking. For #4 District HQ specifically, the parking issues stem from the fact that the Training Branch is currently located there (therefore, extra vehicles are present during YRP staff training, as well as the vehicles belonging to the training faculty). Portable classrooms also occupy available parking space. As the new Training Branch is completed in 2017, all Training activities will be moved to the new location and it is assumed the portables will be removed as well, making additional parking spaces available at #4 District HQ.

For staff parking, some YRP buildings rely on adjacent third-party parking lots or side street parking to accommodate parking space demand. Due to this fact, this indicator was not graded, but provided additional commentary to inform the future trend (to 2017).

The following chart provides YRP staff parking details.

YRP Building	Number of Available Staff Parking Spots	Comments
YRP HQ	839	-
#1 District HQ	72	Free municipal parking lot is adjacent to the building
#2 District HQ	144	Free side street parking
#3 District HQ	88	-
#4 District HQ	162	Other parking lots are adjacent to the building
#5 District HQ	142	-

For buildings, a ↑ positive trend to 2017 is projected, as once the new Training Facility is open and training activities have moved there, District #4 HQ will have additional parking available. This is balanced by YRP's encouragement of staff to carpool, take transit, or cycle for their commute, which has the potential to significantly reduce the need for staff parking if moderately or widely adopted.

↔ Neutral trend is projected beyond 2017 as #1 District HQ (to be built 2017-2019) will have the same number of total parking spots as the current #1 District HQ (72) and will most likely also rely on either side streets or adjacent third-party parking lots. #3 District Marine HQ (to be completed in 2018) is projected to have an adequate amount of parking.

### 3.4.2 Plan to Support Future Needs

Due to the complexity of measuring capacity in YRP buildings (as previously discussed for the measure of Utilization and Needs e.g., frequent changes in programs, diversity in building uses), a management rating was provided by YRP for each building's Plan to Support Future Needs, resulting in an overall grade of B for the measure.

Assisted by an external consulting firm, York Regional Police developed a 20-year Facility Master Plan in 2012 (which will be updated the summer of 2016) to:

- Address intensification and expansion in York Region;
- Correct an imbalance in workload between Districts;
- Meet projected levels of calls for service;
- Rationalize and optimize public access to YRP; and
- Centralize YRP facilities and services to operate more efficiently and effectively.

The 2012 20-year Facility Master Plan included a new Police Headquarters (YRP HQ, completed in 2010) and a new Whitchurch-Stouffville Substation (completed in 2014).

The remaining projects identified in the 20-year Facility Master Plan include:

- The new Training Branch facility: this \$19.4 million project started in 2013 and is expected to be completed by 2017. Located at Bales Drive in East Gwillimbury, this new facility will be the base for sworn officers, auxiliary officers, and civilians to receive various types of training: new recruit, use of force, re-qualifications, first aid, cardiopulmonary resuscitation certification, academic, computer and technology, as well as other specialized training. The current space occupied by the Training Branch in #4 District HQ will be returned to #4 District HQ.

- Renovations at #4 District Headquarters: funding of \$1.5 million has been planned for 2016-2017 to renovate #4 District Headquarters after the Training Branch moves to the new Training Branch facility. This will increase the available amount of office and parking space for District #4 HQ staff.
- #3 District Marine Headquarters: scheduled to be built in 2018, the new Marine HQ will host all patrol boats and is located closer to the central area of Lake Simcoe. This will allow for faster YRP response to requests and emergencies in York Region lakes, streams, and waterways.
- #1 District Headquarters with centralized services: this project is planned to replace the current #1 District HQ and is scheduled for construction from 2017-2019. Built in the 1950s, the current #1 District HQ was originally an office building - not designed to be a YRP District HQ. The building condition is deteriorating due to age and staff working there have experienced parking shortages. This project was identified as a top priority in the 20-year Facility Master Plan.
- Substations in Vaughan, Buttonville, Oak Ridges and Thornhill: these projects will be completed from 2016-2034, to support the growing populations in these communities.

### 3.5 Condition

Facilities received a Condition grade of B, based on the following measures:

- Physical Condition; and
- Maintainability.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Most YRP facilities are relatively young compared with their expected useful life, with the exception of #1 District HQ (as previously discussed in Section 3.3.2 Compliance and Quality – Percentage of Assets beyond Replacement Year). York Regional Police frequently conducts renovations and updates to existing properties to keep them in good repair. In addition, YRP facilities are diligently maintained by an internal maintenance team on a daily basis. All of these factors contribute to a YRP Facilities condition grade of B.

Condition Measures →	Physical Condition		Maintainability			Overall	
Asset Type ↓	2013	2015	2013	2014	2015	2013	2015
York Regional Police HQ	-	A	-	C	C	-	B
#1 District HQ	-	D	-	C	C	-	C
#2 District HQ	-	A	-	C	C	-	B
#3 District HQ	-	A	-	C	C	-	B
#4 District HQ	-	A	-	C	C	-	B
#5 District HQ	-	A	-	C	C	-	B
Furniture and Equipment	-	B	-	N/A	N/A	-	B
<b>OVERALL</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>B</b>
<b>Future Trend</b>	-	↑	-	↔		↑	↑

The condition of the existing facilities is expected to deteriorate with age, but with good renovation and maintenance practices these buildings should remain in good condition throughout their useful life. By 2017, York Regional Police expects to have completed the construction of a new Training Branch facility, and by 2018 the #3 District Marine Headquarters. These new additions to the YRP Facilities asset pool will increase the overall condition rating in subsequent YRP SOIRs. Beyond 2018, the new #1 District HQ will be constructed from 2017-2019. Various YRP substations in Vaughan, Buttonville, Oak Ridges, and Thornhill will join the YRP Facilities asset pool in the longer term.

### 3.5.1 Physical Condition

Indicators for Physical Condition consisted of the following:

#### Age/Expected Life (Deterioration Curve)

Age/Expected Life (Deterioration Curve) is a surrogate indicator for the Facility Condition Index (FCI), which provides a benchmark to compare the relative condition of a group of facilities. The FCI was not possible to assess for all YRP buildings at this time as only one YRP building has a recent Building Condition Assessment Report with calculated FCIs - #4 District HQ. For additional information on the Deterioration Curve and how it measures the physical condition of an asset, refer to Appendix B – Changes to the 2015 Report; Determining Condition – Asset Deterioration Curve.

Facility Assets	Year Acquired	Age (Years)	Estimated Useful Life	Age-Based Deterioration Grade
York Regional Police Headquarters	2010	5	50	A
#1 District Headquarters	1950s	60	50	D
#2 District Headquarters	2005	10	50	A
#3 District Headquarters	2000	15	50	A
#4 District Headquarters	1996	19	50	A
#5 District Headquarters	1991	24	50	A
Furniture and Equipment	Varies	Varies	Varies	B
<b>OVERALL</b>	-	-	-	<b>B</b>

With the exception of the #1 District HQ, all other YRP buildings are relatively young compared with their useful life, which indicates that YRP Facilities assets are in relatively good condition. The #1 District HQ has been identified as a high priority in the 2012 version of the 20-year Facility Master Plan to be replaced by 2019, as the current building has exceeded its useful life expectancy (50 years). The existing #1 District HQ building will then be rehabilitated for other YRP uses (still to be determined). The overall grade for Age / Expected Life (Deterioration Curve) is a B.

For the buildings, a ↑ positive trend to 2017 and beyond with the addition of the new Training Branch facility, #1 District HQ, #3 District Marine HQ, as well as any substations to be completed by year end of 2020. However, the positive trend is still affected by the aging process of the existing YRP owned buildings as they continue to get older and deplete their remaining life.

For the furniture and equipment, a ↔ neutral trend to 2017 and beyond as YRP regularly repairs or replaces their furniture before it gets to an unusable condition using warranty programs or capital budgets for replacement and repair. The focus in 2014 and 2015 were ergonomic tools and upgrades, reconfigurations of existing furniture for growth, and upgrading task seating. Plans for 2016 are to focus on upgrading task seating at the #1-5 District HQ locations.

## Major Renovation Plans

YRP facilities regularly undergo renovations to keep them in good repair. The amount of \$250,000 has been set aside each year in the 10-year Capital Plan to ensure all buildings and major equipment (e.g., boilers, chillers) are in good condition and function properly. The following table presents the major renovation projects that took place in 2014 – 2015 and will take place from 2016 – 2017. This indicator was not graded, but provided additional commentary to inform the future condition trend (to 2017).

Year	Major Renovation Projects
2014	<ul style="list-style-type: none"> <li>York Regional Police HQ 3rd floor fit-up: to move staff from the previous YRP HQ to the new YRP HQ</li> <li>YRP HQ parking lot expansion: to accommodate the increase in staff due to the 3rd floor fit-up</li> </ul>
2015	<ul style="list-style-type: none"> <li>#1-5 District HQs Quartermaster renovations: functional improvements were made to these spaces due to re-engineering business processes</li> </ul>
2016 -2017	<ul style="list-style-type: none"> <li>#4 District HQ renovations: functional renovations due to the Training Branch vacating the space and moving to the new Training Branch facility (2017)</li> </ul>

### 3.5.2 Maintainability

Indicators for Maintainability consisted of the following:

#### Regular Maintenance Measures

YRP buildings continue to be well maintained by an internal maintenance team of 11 Property Maintenance Operators and two (2) Maintenance Mechanics. They make sure that all YRP buildings are in compliance with relevant regulations including the Ontario Fire Code, Building Code, Occupational Health and Safety Act, Elevating Device Act, etc. On a daily basis, they deliver comprehensive maintenance and preventative maintenance care for all YRP facilities and ensure that each YRP building provides a safe and healthy environment for all YRP staff and visitors. This indicator was not graded, but provided additional commentary to inform the future trend (to 2017).

For the buildings, a ↔ neutral trend is projected to 2017 and beyond, as all existing (and future) YRP owned buildings will continue to be maintained at an above-average level through their regular and preventative maintenance measures.

For the furniture and equipment, a ↔ neutral trend to 2017 and beyond, as all existing (and future) furniture and equipment items are projected to continue to be maintained and repaired as necessary at an above-average level through their regular maintenance measures.

#### Total Reactive Work Orders vs. Total Work Orders

Work orders completed in YRP owned buildings can be classified as reactive (e.g., functional, repair) or proactive (e.g., preventative maintenance, maintenance). The overall grade for the Percentage of Reactive Work Orders vs. Total Work Orders for both 2014 and 2015 is a C.

For the buildings, a ↔ neutral trend is projected to 2017. All existing (and future) YRP owned buildings will continue to be maintained through their regular maintenance measures. As the older buildings continue to age, it is inevitable that more reactive work orders will take place. This is balanced with the construction of new buildings in the next few years, which will have more proactive work orders as they are newer, and fewer repair/functional issues will arise.

## 4 Information Technology

For the 2015 YRP SOIR, Information Technology (IT) assets were divided up into four (4) different groups:

- IT End User Devices (laptops, desktops, monitors, tablets, telephone units, etc.);
- IT Voice and Data Infrastructure (networking equipment, routers, switches, etc.);
- IT Data Centres (servers, storage); and
- IT Applications (custom developed software, enterprise applications, end user applications and utilities).

This is a departure from the previous 2013 SOIR, as IT assets were divided into two categories (IT Hardware and IT Infrastructure and Applications). The new categories were chosen to more accurately group IT assets and to establish consistency across the region with other departments reporting on IT assets (e.g.: York Region Corporate IT Services)

*Note: Assets that were previously categorized in the 2013 YRP SOIR under Telecommunications Equipment as “Telephone Systems” were re-categorized into the following groups: IT Data Centres, IT Voice and Data Infrastructure, and IT End User Devices.*

### 4.1 How We Did Overall

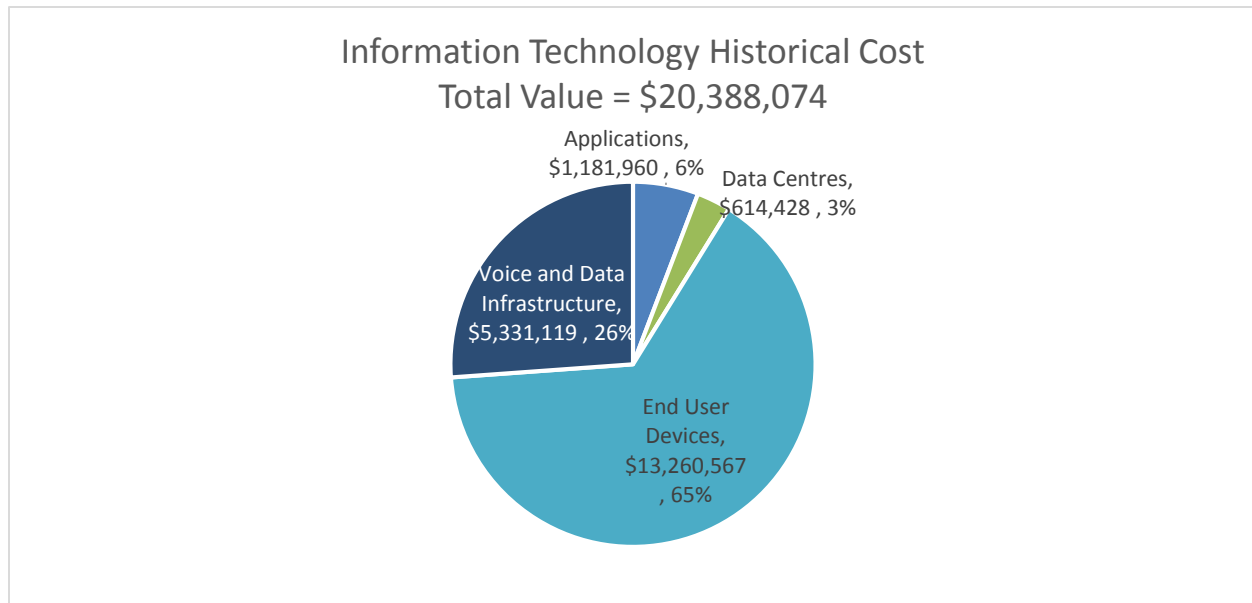
The overall grade for IT assets is an A with a ↔ neutral trend for the future. YRP is committed to using the latest technology to assist YRP staff in delivering efficient and effective police services to the public.

IT – Overall Assessment	2015 Grade	Trend to 2017
Reliability	A	↔
Capacity	A	↔
Condition	A	↔
<b>OVERALL</b>	<b>A</b>	↔

### 4.2 Background

#### 4.2.1 Replacement Cost

The following graph presents the replacement cost of YRP IT assets.



## 4.3 Reliability

YRP Information Technology (YRP IT) closely monitors and tracks the availability and performance of all IT assets.

When issues occur with non-mission critical IT equipment, the YRP Help Desk Standard Procedure is followed. These issues are dealt with promptly by YRP Help Desk staff based on their urgency, and / or by external professionals if necessary. Over the long term, all reported problems are taken into consideration during the next purchasing process. For example, previous YRP staff complaints regarding printers resulted in YRP procuring a different brand of printers in the following purchasing cycle.

YRP IT received a Reliability grade of A; all IT assets work in a reliable fashion and endeavor to deliver uninterrupted services, based on the following measures:

- Availability (Outage) and Redundancy;
- Compliance and Quality;
- Functionality;
- Safety and Security; and
- Energy Resiliency.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*



Reliability Measures →	Availability (Outage) and Redundancy		Compliance and Quality		Functionality		Safety and Security		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015	2013	2015	2013	2015
IT End User Devices	-	A	-	B	-	A	-	A	-	A
IT Voice & Data Infrastructure	-	A	-	A	-	A	-	A	-	A
IT Data Centres	-	A	-	A	-	A	-	A	-	A
IT Applications	-	A	-	A	-	A	-	A	-	A
<b>OVERALL</b>	-	<b>A</b>	-	<b>A</b>	-	<b>A</b>	-	<b>A</b>	<b>B</b>	<b>A</b>
<b>Future Trend</b>	-	↔	-	↔	-	↔	-	↔	↔	↔

Reliability of IT assets is expected to remain stable over the next two years.

#### 4.3.1 Availability (Outage) and Redundancy

Mission critical IT equipment (including servers, networks and storage) have a target to achieve full-time availability, with built-in redundancy and backup systems.

Indicators for Availability (Outage) and Redundancy consisted of the following (in addition to a management rating of A and a ↔ neutral trend to 2017 for IT Applications overall):

- Percent Availability/Uptime of Asset;
- High Availability Implementation;
- Mean Repair Time/Mean Time Between Failures; and
- UPS Availability/Power Redundancy.

For IT End User Devices, Percent Availability/Uptime of Asset relates to device downtime and whether requests for loaners are fulfilled in a timely manner. YRP IT has a loaner end user device program for short term project use, as well as available spares to immediately replace a broken unit.

For IT Voice & Data Infrastructure and IT Data Centres, Percent Availability/Uptime of Asset relates to server availability. Due to the presence of UPS (Uninterrupted Power Supply) units which are backed up by generators, YRP IT systems have not been affected by any power outages during this reporting period, despite outages in the York Region community.

For IT Voice & Data Infrastructure and IT Data Centres, YRP Systems are built with High Availability where required (and feasible). IT needs to maintain a high level of availability due to the importance of policing. For IT Applications, High Availability Implementation is not applicable for half of the core applications in use.

Mean Repair Time and Mean Time between Failures were not graded as YRP IT either repairs or replaces IT assets as soon as possible.

The overall grade for Percent of Availability / Uptime of Asset, High Availability Implementation, and UPS Availability/Power Redundancy for IT assets is an A.

↔ Neutral trend is projected to 2017 as the high level of Percent Availability/Uptime of Asset, High Availability Implementation, and UPS Availability/Power Redundancy will remain consistent.

### 4.3.2 Compliance and Quality

Indicators for Compliance and Quality consisted of the following (in addition to a management rating of B and a ↔ neutral trend to 2017 for IT Applications overall):

- Fault Tolerance; and
- Fault Reoccurrence.

For IT End User Devices, only minor issues with fault tolerance have occurred.

For IT Voice & Data Infrastructure, IT Data Centres, and IT Applications, YRP IT is compliant with reasonable security measures, legislated requirements, and internal service level ratings. In addition, every YRP building has redundant data connectivity methods in place. All infrastructure equipment is monitored and sends automatic alerts to key YRP IT staff in the event of a problem.

Fault Reoccurrence (the number of times an issue reoccurs) was not graded for YRP IT. However, all core applications, systems and infrastructure have at least one level of High Availability in place, making outages extremely rare.

The overall grade for Fault Tolerance for IT assets is an A.

↔ Neutral trend to 2017 as a grade of A in Fault Tolerance will remain consistent provided that fault compliances are still met.

### 4.3.3 Functionality

For IT End User Devices, the functionality of the hardware is evolving to meet current technology business trends, currently resulting in the increased use of mobile devices (such as tablets) by YRP staff. This leads to larger numbers of YRP staff accessing YRP systems remotely for extended periods of time.

Indicators for Functionality consisted of the following (in addition to a management rating of A and a ↔ neutral trend to 2017 for all IT assets overall, except for IT Applications, which had a management rating of B):

#### Alignment with Business Plan Expectations

YRP IT is in Alignment with Business Plan Expectations as they continue to use existing and emerging technologies to achieve YRP's strategic and operational objectives. For example, YRP IT is currently assisting the YRP Business Intelligence (BI) team with the hardware and back end design of Business Intelligence system tools.

The overall grade for Alignment with Business Plan Expectations for IT Equipment is an A.

↔ Neutral trend to 2017 as it is projected that the high level of Alignment with Business Plan Expectations will remain consistent.

### 4.3.4 Safety and Security

A management statement was provided by YRP regarding IT Safety and Security: YRP IT has several levels of security in place at both the hardware level and the infrastructure level to protect the network and computing environment. Automated Threat Detection and Intrusion Detection systems are used. Random audits are performed by YRP IT staff several times annually, in addition to external audits that are completed bi-annually. This indicator was not graded due to confidentiality reasons, but provided additional commentary to inform the future trend (to 2017).

For all IT assets, a ↔ neutral trend is projected to 2017, as all IT assets are anticipated to not have safety and security issues.

## 4.4 Capacity

With a comprehensive and rigorous budgeting process, YRP is committed to equipping all staff with the necessary IT tools to provide excellent policing services. IT Hardware is purchased based on YRP staff counts (with growth projection), job requirements, business needs by YRP location, as well as other factors. The YRP IT works closely with YRP administrative units as well as operational units to ensure their IT needs are adequately forecasted. IT Infrastructure is designed and built with future expansion in mind. To avoid carrying excessive cost, the YRP IT aims to carry sufficient capacity only for the foreseeable future, but has the ability to expand and add capacity in the longer term.

YRP IT received a Capacity grade of A, YRP has sufficient IT assets to meet current and future demand, based on the following measures:

- Utilization and Supply; and
- Ability to Meet Future Needs.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Capacity Measures →	Utilization and Supply		Ability to Meet Future Needs		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015
IT End User Devices	-	A	-	A	-	A
IT Voice & Data Infrastructure	-	A	-	A	-	A
IT Data Centres	-	A	-	A	-	A
IT Applications	-	A	-	A	-	A
<b>OVERALL</b>	-	<b>A</b>	-	<b>A</b>	<b>B</b>	<b>A</b>
<b>Future Trend</b>	-	↔	-	↔	↔	↔

YRP IT Capacity will remain stable with regular replacement / expansion to meet YRP needs and maintenance.

### 4.4.1 Utilization and Supply

Indicators for Utilization and Supply consisted of the following (in addition to a management rating of A and a ↔ neutral trend to 2017 for IT Applications overall):

- Ratio of Staff to Equipment and Applications; and
- Ability to Meet Current Demand.

An ideal Ratio of Staff to Equipment and Applications would ensure that all employees have sufficient devices and application licensing capacity available to perform their jobs proficiently. For both IT End User Devices and IT Applications, as discussed previously, purchasing is based on staff counts and growth projection, and job requirements, as well as business needs by location. For IT Applications, YRP maintains adequate application licensing to ensure that operational requirements are met. YRP IT provides support for over 100 applications.

The overall grade for Ratio of Staff to Equipment and Applications as well as Ability to Meet Current Demand for IT End User Devices and IT Applications is an A.

↔ Neutral trend to 2017 is projected as the ideal Ratio of Staff to Equipment and Applications as well as the high priority to maintain the Ability to Meet Current Demand will remain consistent (as 95-100% of current demands are met).

#### 4.4.2 Ability to Meet Future Needs

The indicator for Ability to Meet Future Needs consisted of the following:

##### Growth Projection and Future Plan to Address Constraints/Gaps

YRP IT technology assets should be growing at 2% per year (or higher) due to increased use of mobile devices by YRP staff. The 3-year YRP Business Plan and annual budgeting process provides strategic direction for the deployment and use of technology in the near future. In addition, the YRP IT monitors policing technology trends, making sure that YRP continues to be a leader in the use of technology in providing police services.

For IT Voice & Data Infrastructure, future growth is considered in the 3-year contract renewal of connectivity services, where capacity is compared against usage. Over the past few years, the advancement of technology has allowed an increase in capacity, at reduced costs.

For YRP IT, the overall grade for Growth Projection and Future Plan to Address Constraints/Gaps is an A, as capacity, future plans, and technology trends continue to be priorities for the YRP IT.

↔ Neutral trend to 2017 as it is projected that making Growth Projection and Future Plan to Address Constraints / Gaps a priority will remain consistent.

#### 4.5 Condition

YRP IT received a Condition grade of A, based on the following measures:

- Physical Condition; and
- Maintainability.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Condition Measures →	Physical Condition		Maintainability		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015
IT End User Devices	-	B	-	A	-	A
IT Voice & Data Infrastructure	-	B	-	A	-	A
IT Data Centres	-	B	-	A	-	A
IT Applications	N/A	N/A	-	A	-	A
<b>OVERALL</b>	-	<b>B</b>	-	<b>A</b>	<b>B</b>	<b>A</b>
<b>Future Trend</b>	-	↔	-	↔	↑	↔

YRP IT Condition will remain stable with regular replacement and maintenance.

##### 4.5.1 Physical Condition

The indicator for Physical Condition consisted of the following (in addition to management ratings where applicable):

##### Age/Expected Life (Deterioration Curve)

YRP IT assets are replaced more frequently than other types of YRP equipment due to the rapid advancement of technology. The Condition measures table above shows the Age-Based Deterioration Curve Grade determined for each group of IT Equipment assets in the Physical Condition column. For additional information on the Deterioration Curve and how it measures the physical condition of an asset, refer to refer to Appendix B – Changes to the 2015 Report; Determining Condition – Asset Deterioration Curve.

The overall YRP IT grade for Age/Expected Life (Deterioration Curve) is a B.

↔ Neutral trend to 2017 is projected as the overall Age/Expected Life (Deterioration Curve) grade will generally remain consistent; however, for IT End User Devices specifically, a ↑ positive trend is projected for the next two years as new devices are continually purchased to replace aging technology.

#### **4.5.2 Maintainability**

Indicators for Maintainability consisted of the following (in addition to management ratings where applicable):

- Regular Replacement Plans; and
- Regular Maintenance Plans.

YRP IT follows a replacement plan that ensures IT assets that are in bad shape or too costly to repair are replaced; this ensures all IT assets are in good working condition and meet industry and corporate standards.

IT replacement cycles are determined based on established industry standards including: warranty condition, IT asset role (mission critical vs. non-critical) and number of Help Desk tickets received. The following list contains the general replacement schedule for YRP IT assets:

- Laptops, desktops and other portable devices are replaced on a three (3) year cycle;
- Printers and multi-function print/copier devices are replaced on a five (5) year cycle;
- Monitors are replaced every five (5) years;
- Storage and network switches are replaced every five (5) years;
- Servers are replaced every five (5) years or when needs warrant; and
- Software application licenses are renewed on an annual basis or purchased when needed.

In addition, the YRP IT has a maintenance plan that covers all YRP IT assets; regular preventative maintenance is performed as applicable.

For IT End User Devices, IT Voice & Data Infrastructure, IT Data Centres, the overall grade for Regular Replacement Plans is an A as 95-100% of assets are replaced at the scheduled regular replacement time. For IT Applications, the overall grade is an A as well. For all of YRP IT, the overall grade for Regular Maintenance Plans is an A.

↔ Neutral trend to 2017 is projected as YRP IT will continue their normal ongoing replacement strategy and maintenance plans.

## 5 Fleet

YRP Fleet assets consist of vehicles, boats, a helicopter, and related equipment that enable police officers to efficiently and effectively patrol York Region and quickly respond to calls. These assets are managed by the Fleet Unit, the Marine Unit, and the Air Support Unit, respectively.

### 5.1 How We Did Overall

The overall grade for YRP Fleet assets is an A; this is expected to remain stable over the next two years. This demonstrates the commitment YRP has to providing a reliable and well-maintained fleet to deliver policing services to York Region.

Fleet – Overall Assessment	2015 Grade	Trend to 2017
Reliability	A	↔
Capacity	A	↔
Condition	A	↔
<b>OVERALL</b>	<b>A</b>	<b>↔</b>

*Note: For grading, when YRP Fleet management rating grades were provided alongside other indicator grades for a measure, these were averaged out to a final grade for each measure.*

### 5.2 Background

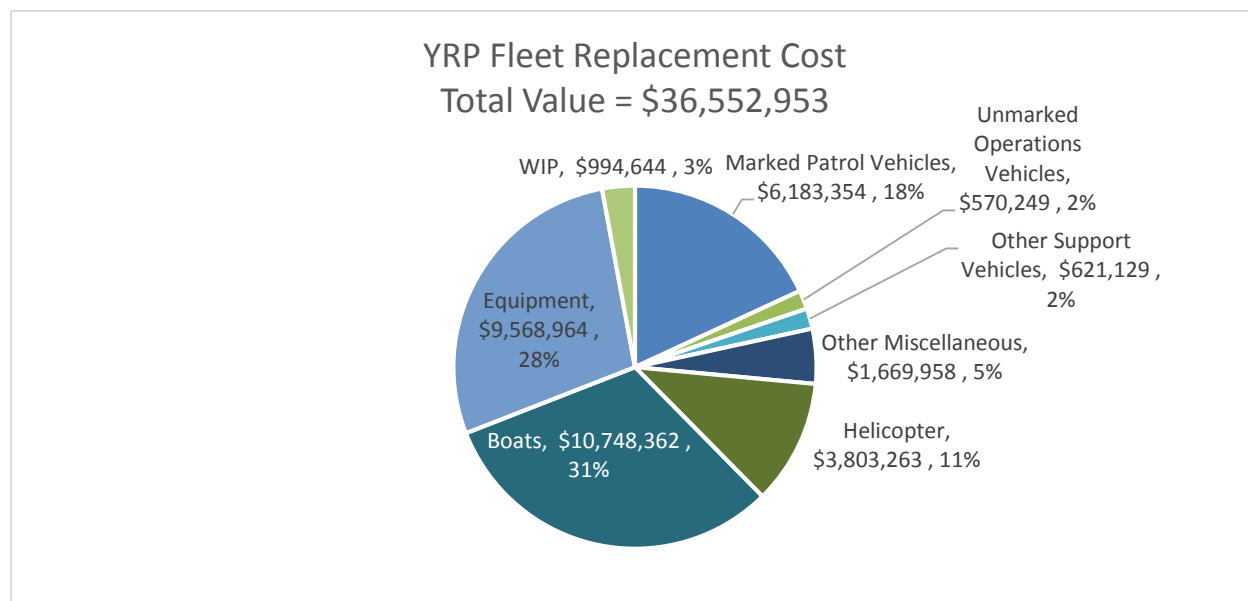
#### 5.2.1 Fleet Asset Types

YRP Fleet assets are summarized in the following chart.

Vehicle Type	Number of Assets
Marked Patrol Vehicle	192
Unmarked Operations Vehicle	20
Other Support Vehicle	451
<b>Total Police Vehicle Rolling Stock</b>	<b>663</b>
Other Miscellaneous	99
Helicopter	1
Boats	8
Equipment	35
Works in Progress	27
<b>Total</b>	<b>833</b>

#### 5.2.2 Replacement Cost

A replacement cost breakdown for YRP Fleet is presented in the following graph.



## 5.3 Reliability

Fleet received a Reliability grade of A based on the following measures:

- Availability (Outage) and Redundancy;
- Compliance and Quality;
- Functionality;
- Safety and Security; and
- Energy Resiliency.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Reliability Measures →	Availability (Outage) and Redundancy			Compliance and Quality		Functionality		Safety and Security		Overall		
Asset Type ↓	2013	2014	2015	2013	2015	2013	2015	2013	2015	2013	2014	2015
Rolling Stock (includes Marked & Unmarked Patrol, Other Support)	-	A	A	-	A	-	Not Graded	-	Not Graded	-	B	A
Other Misc.	-	N/A	N/A	-	N/A	-	Not Graded	-	Not Graded	-	-	-
Helicopter	-	B	B	-	A	-	A	-	A	-	A	A
Boats	-	A	A	-	A	-	A	-	A	-	A	A
Fleet Equipment	-	N/A	N/A	-	N/A	-	Not Graded	-	Not Graded	-	-	-
<b>OVERALL</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>-</b>	<b>A</b>	<b>-</b>	<b>A</b>	<b>-</b>	<b>A</b>	<b>B</b>	<b>A</b>	<b>A</b>
<b>Future Trend</b>	↑	↔	↔	-	↑	-	↔	-	↔	↑		↔

Reliability of YRP Fleet assets is expected to remain stable over the next two years.

### 5.3.1 Availability (Outage) and Redundancy

The indicators for Availability (Outage) and Redundancy consisted of the following:

#### Percentage of Reported Major Failures Outside of Maintenance Cycles

This metric measures how well police vehicles deliver uninterrupted services within each maintenance cycle. Major component failures include transmission failures, rear differential failures, motor failures, and air conditioning/heating failures. Only a few of these failures occur each year. The number of failures per 8,000 kilometers indicates that only 1% of vehicles have had a major component failure between two maintenance services in the past two (2) years. This indicates that YRP Fleet rolling stock vehicles were performing reliably. The overall grade for Percentage of Reported Major Failures Outside of Maintenance Cycles is an A for both 2014 and 2015.

↔ Neutral trend to 2017 is projected as the percentage of major failures occurring outside of the scheduled maintenance cycle will remain consistently low.

Major Component Failures	2014	2015
Number of Major Component Failures	10	23
Annual Number of Kilometers	15,566,405 km	15,924,206 km
Number of Failures per 8,000 km (between two maintenance services)	0.01 = 1%	0.01 = 1%

#### Fleet Reserve

The ideal amount of Fleet Reserve vehicles available at any given time is five (5), corresponding to one (1) reserve vehicle per District HQ parking lot (this includes the motor pool, project pool, and marked patrol reserve pool). Based on the number of vehicles available at the end of both 2014 and 2015, the overall grade for Fleet Reserve is an A.

↔ Neutral trend is projected to 2017, as the Fleet Reserve will most likely continue to have greater than five (5) vehicles available. In the longer term, YRP Fleet is working towards having five to ten (5-10) vehicles in the Fleet Reserve pool to cover front-line patrol and support vehicles.



### 5.3.2 Compliance and Quality

Indicators for Compliance and Quality consisted of the following:

#### Adherence to Inspection Schedules

YRP rolling stock vehicles are not always readily available for their scheduled Preventative Maintenance (PM) inspection when required. YRP Fleet Management is working towards correcting this by tracking YRP vehicles that are overdue for inspection by more than 60 days. An excellent compliance for YRP rolling stock vehicles PM inspections would consist of over 95% inspected either early or on-time.

For 2015, PM schedule compliance was 91.1% (a grade of B).

↑ Positive trend to 2017 as PM schedule compliance is anticipated to increase for 2016 and 2017 as YRP Fleet Management is now tracking which vehicles are overdue for their scheduled PM inspection and ensuring they get inspected as soon as possible.

#### Asset Replacement Schedule

Maintaining a relatively young vehicle fleet is a priority for YRP. The standing of the YRP Fleet rolling stock in terms of the YRP Fleet Asset Replacement Schedule is an indicator for the reliability of the vehicle fleet as it shows the average percentage of life remaining for the rolling stock. For the YRP Fleet rolling stock, the overall grade for average percentage of life remaining is A, greater than 50%.

↔ Neutral trend is projected to 2017 as it is anticipated that the average percentage of remaining life for the YRP Fleet rolling stock will remain ≥ 50% of the replacement mileage as YRP Fleet continues to replace rolling stock vehicles as necessary.

**Functionality** – a management rating grade of A and a ↔ neutral trend to 2017 was provided by YRP Fleet for Helicopter and Boats.

**Safety and Security** – a management rating grade of A and a ↔ neutral trend to 2017 was provided by YRP Fleet for Helicopter and Boats.

## 5.4 Capacity

YRP Fleet received a Capacity grade of A based on the following measures:

- Utilization and Supply; and
- Ability to Meet Future Needs.

Capacity Measures →	Utilization and Supply		Ability to Meet Future Needs		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015
Rolling Stock (includes Marked & Unmarked Patrol, Other Support)	-	A	-	Not Graded	-	A
Other Misc.	-	N/A	-	Not Graded	-	N/A
Helicopter	-	A	-	C	-	B
Boats	-	A	-	A	-	A
Fleet Equipment	-	N/A	-	Not Graded	-	N/A
<b>OVERALL</b>	<b>B</b>	<b>A</b>	<b>-</b>	<b>B</b>	<b>B</b>	<b>A</b>
<b>Future Trend</b>	↔	↔	-	↑	↔	↔

Capacity of YRP Fleet assets is expected to remain stable over the next two years.

### 5.4.1 Utilization and Supply

The indicator for Utilization and Supply consisted of the following:

#### Ratio of Staff to Vehicle by Department

To equip the YRP workforce with an adequate number of rolling stock vehicles to deliver services, the Staff to Vehicle Ratio has been set at 3.5:1 (including both sworn and civilian), in accordance with police industry benchmarks. Differing targets are built in for the Administration Branch and non-frontline staff of the Operations Branch, based on the nature of their work and shift schedules. As of the end of 2015, the actual staff-to-vehicle ratio for each branch and district within YRP is closely aligned with the target (the same targets used in the 2013 YRP SOIR). This indicates that YRP Fleet is effectively managing the capacity of the fleet to meet demand. For the YRP Fleet rolling stock, the overall grade for ratio of staff-to-vehicle by department is A, where the majority of departments have an actual staff-to-vehicle ratio that is less than the target staff-to-vehicle ratio. The following table contains additional details.

↔ Neutral trend to 2017 as it is projected that the ratio of staff to vehicles will remain the same.

Department	# of Authorized Staff	# of Active Vehicles	Actual Staff-to-Vehicle Ratio	Target Staff-to-Vehicle Ratio	Grade
Executive Branch	75	12	6.2	3.5	B
Administrative Branch	523	155	3.4	4	A
Operations Branch	540	178	3	2	B
#1 District	186	51	3.5	3.5	A
#2 District	219	63	3.5	3.5	A
#3 District	106	33	3.2	3.5	A
#4 District	249	63	3.9	3.5	B
#5 District	225	69	3.2	3.5	A
<b>TOTAL</b>	<b>2,123</b>	<b>624</b>	<b>3.4</b>	<b>-</b>	<b>A</b>

*Note: This table does not include buses, ATVs, snowmobiles, boats, trailers, command posts, or generators.*

*Note: In 2015, an administrative pool of vehicles was created in an effort to better utilize the rolling stock vehicle supply and ensure suitable vehicle deployment at each YRP location.*

### 5.4.2 Ability to Meet Future Needs

For Ability to Meet Future Needs, YRP Fleet provided a management rating grade of C for the helicopter and a grade of A for the boats, with the overall grade a B. A ↑ positive trend is projected to 2017 for the helicopter as it will be retrofit as required to meet future needs and demand; a ↔ neutral trend is projected for the boats as they will continue to meet demand.

## 5.5 Condition

Fleet received a Condition grade of A, based on the following measures:

- Physical Condition; and
- Maintainability.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Condition Measures →	Physical Condition		Maintainability			Overall	
Asset Type ↓	2013	2015	2013	2014	2015	2013	2015
Marked Patrol	-	B	-	A	A	-	A
Unmarked Patrol	-	C	-	A	A	-	A
Other Support	-	C	-	A	A	-	A
Other Misc.	-	B	-	B	B	-	B
Helicopter	-	B	-	A	A	-	A
Boats	-	A	-	A	A	-	A
Fleet Equipment	-	C	-	B	B	-	B
<b>OVERALL</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>A</b>	<b>A</b>	<b>B</b>	<b>A</b>
<b>Future Trend</b>	↑	↑	↑	↔	↔	↑	↔

The condition of YRP Fleet assets is expected to remain the same, with some improvements in the next two years. The condition of rolling stock patrol vehicles will improve as new utility vehicles continue to be introduced into the fleet, replacing the older sedans. Other assets, including the helicopter and boats, are replaced based on their life expectancy. An annual budget is reserved for the addition and replacement of YRP Fleet assets and for their regular maintenance.

### 5.5.1 Physical Condition

The indicator for Physical Condition consisted of the following:

#### Age/Expected Life (Deterioration Curve)

The following table summarizes the average ages, typical useful lives, and the age-based deterioration curve score and grade for each YRP Fleet asset type. For additional information on the Deterioration Curve and how it measures the physical condition of an asset, refer to Appendix B – Changes to the 2015 Report; Determining Condition – Asset Deterioration Curve.

YRP Fleet assets are relatively young compared to their expected useful life, which indicates the assets are in relatively good shape.

The Air2 helicopter is a 2001 EC 120 model made by Eurocopter and has been in use since 2002. Based on the 20,000-hour life span established by the manufacturer and the 900-1,000 annual flying hours it is in operation, Air2 should have a theoretical useful life of 21 years. Air2 is slightly more than halfway through its useful life and is still in relatively good condition.

Among the eight (8) marine boats, the oldest was purchased in 2001 and the newest in 2015. The expected useful life for large boats is 25 years and 10 years for small boats. The majority of the boats are in good condition except for a few older small boats; YRP Fleet is planning to replace these in the next few years.

Asset Type	Average Age (Years)	Expected Life (Years)	Age/Expected Life (Deterioration Curve)
Marked Patrol Vehicles	2.1	3 to 5	B
Unmarked Operations Vehicles	3.2	3 to 5	C
Other Support Vehicles	3.9	3 to 10	C
Other Miscellaneous	5.0	3 to 10	B
Helicopter	14.0	21	B
Boats	7.6	15	B
Fleet Equipment	6.8	5 to 10	C
<b>OVERALL</b>	-	-	<b>B</b>

YRP Fleet vehicles as a group (marked patrol, unmarked operations, and other support) have an average age of 3.1 years. Marked patrol vehicles are used by YRP patrol officers 24 hours a day, seven (7) days a week, and accumulate mileages much quicker than vehicles used by other Operational or Administrative Units. All the other police vehicles, excluding patrol vehicles, have an average age of less than four years, while their expected useful lives range from three to ten (3-10) years. Overall, the YRP Fleet is in good working physical condition and receives a grade of B with a ↑ positive trend to 2017.

### 5.5.2 Maintainability

YRP Fleet provided the following management ratings for Maintainability: a grade of A for the helicopter and boats, and a grade of B for fleet equipment and other miscellaneous YRP Fleet assets.

Indicators for Maintainability consisted of the following:

#### Regular Inspection and Maintenance Measures

For assets to remain in good condition, both regular inspection and maintenance are essential. Each YRP Fleet asset type follows a different inspection and maintenance schedule that is tailored to its specific needs and follows industry benchmarks.

**Helicopter** – Air2 follows the service and replacement schedule established by the manufacturer in accordance with Transport Canada regulations. This includes:

- Every 15 hours: break for maintenance (completed at the hangar every 15 hours);
- Every 100 hours: break for major maintenance (completed at the hangar after 100 hours with no downtime or disruption to service);
- Every 500 hours: a two-week maintenance (the last 500-hour inspection was in December 2015);
- Engine is serviced every three years (the last engine servicing was completed in April 2016); and
- An airframe inspection and rebuild after 12 years (the last major 12 year inspection and rebuild was completed in 2012).

YRP has contracted the services of a full-time engineer on-site at the hangar to inspect and maintain the helicopter on a daily basis.

**Boats** – for every 100 hours of operation, maintenance is scheduled to change the oil and filters as well as service the generator, fire pump, engines, and drive legs.

**Vehicles** – all vehicles receive an inspection and maintenance service after every 8,000 kilometers. This covers brakes, brake pads, rotors, sliders, ball joints, lights, tires, and other additional services required.

All YRP Fleet assets receive a well-planned inspection and maintenance service on a regular basis, which ensures the assets remain in good working condition and perform in an excellent fashion. Based on that, the condition criterion received a grade of A.

For YRP Fleet, the overall Subject Matter Expert (SME) rating grade for Regular Inspection and Maintenance Measures is an A, as it meets industry benchmarks and standards.

↔ Neutral trend to 2017 as it is projected that making Regular Inspection and Maintenance Measures a priority will remain consistent.

### Replacement Strategy

**YRP Patrol Vehicles** – in 2012, triggered by Ford's discontinuation of the Crown Victoria model (the historical YRP marked/unmarked patrol vehicle model), a decision was made by YRP to transition patrol vehicles from sedans to utility vehicles. Although utility vehicles have a higher purchase cost, they are expected to last three to three-and-a-half (3-3.5) years, while the expected life of the sedans has only been two-and-a-half (2.5) years. Aside from the longer life expectancy, the new utility model also provides enhanced safety features and added space for YRP officers, who spend most of their 12-hour shift in their patrol vehicle every day.

**Other Assets** – all other assets including the helicopter, boats, and other vehicles/equipment follow their respective replacement plans and are replaced at the end of their useful lives. This replacement strategy ensures all YRP Fleet assets are in good working condition and meet all the industry benchmarks and standards.

For YRP Fleet, the overall SME rating grade for Replacement Strategy is an A, as it follows industry benchmarks and standards.

↔ Neutral trend to 2017 as it is projected that the Replacement Strategy will remain consistent.

### Percentage of Major Reactive (Unscheduled) Work to Total Work Orders

YRP Fleet rolling stock Major Reactive (Unscheduled) Work consists of all work orders classified as "major unscheduled repairs" in 2014 and 2015. This number was compared against the total amount of all work orders completed on YRP Fleet rolling stock in 2014 and 2015.

The overall grade for the Percentage of Major Reactive (Unscheduled) Work to Total Work Orders for both 2014 and 2015 is A. This high grade is due to the excellent preventative maintenance practices that YRP Fleet has.

↔ Neutral trend to 2017 as it is projected that the percentage of major reactive (unscheduled) work to total work orders will remain consistently low.

## 6 Telecommunications

Telecommunications Equipment includes the radio system core infrastructure and telecommunications towers & equipment, as well as user gear – mobile and portable radios used in patrol cars and carried by YRP officers.

YRP currently utilizes 12 owned telecommunications towers and two (2) leased telecommunications towers. Coverage has increased since 2013 from 10 to 12 towers (with two (2) additional sites that are leased with existing infrastructure owners) in order to provide enhanced radio coverage. The system provides for 97% outdoor, mobile level coverage of the entire York Region geographic region. In addition to leasing space on other towers, YRP also maintains lease agreements with select tenants for space on their owned towers.

*Note: Telephone systems were reported with Telecommunications for the 2013 YRP SOIR; for the 2015 YRP SOIR, they are reported with IT. Telecommunications towers were reported with Facilities for the 2013 YRP SOIR, they are now reported with Telecommunications.*

### 6.1 How We Did Overall

The overall grade for YRP Telecommunications assets is an A due to the recent replacement of the radio system and user gear; this is expected to remain stable over the next two years.

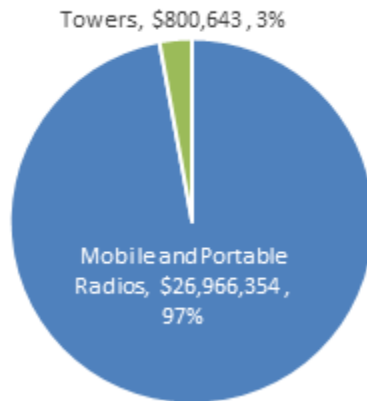
Telecommunications – Overall Assessment	2015 Grade	Trend to 2017
Reliability	A	↔
Capacity	A	↔
Condition	A	↔
<b>OVERALL</b>	<b>A</b>	↔

### 6.2 Background

#### 6.2.1 Replacement Cost

The following graph presents the replacement cost of YRP Telecommunications assets.

### Telecommunications Replacement Cost Total Value = \$27,766,998



## 6.3 Reliability

YRP Telecommunications received an overall Reliability management rating grade of A from YRP Technical Support.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Reliability Measures →	Availability (Outage) and Redundancy		Compliance and Quality		Functionality		Safety and Security		Overall	
	2013	2015	2013	2015	2013	2015	2013	2015	2013	2015
<b>Asset Type ↓</b>										
Radio System	-	A	-	A	-	A	-	A	D	A
Mobile and Portable Radios	-	A	-	A	-	A	-	A	C	A
Telecom Towers	-	A	-	B	-	A	-	A	-	A
Telecom Tower Equipment	-	A	-	A	-	A	-	A	-	A
<b>OVERALL</b>	-	<b>A</b>	-	<b>A</b>	-	<b>A</b>	-	<b>A</b>	<b>C</b>	<b>A</b>
<b>Future Trend</b>	-	↔	-	↔	-	↔	-	↔	↑	↔

*Note: The overall grade from the 2013 YRP SOIR included the telephone system, but did not include the telecom towers and equipment which were reported by YRP Facilities in 2013 (2013 YRP SOIR overall Facilities Reliability grade was a B).*

**Radio System and User Gear:** All mobile and portable radios are operational and supported, as older models replaced with new ones in 2014. The radio system was replaced in 2013- 2014.

The newly replaced radio system was procured, designed, and built to modern public-safety standards with a required 99.999% of annual required availability (uptime) and reliable coverage and access for 97% of York Region. The Reliability of the radio system is also evident through its geographic redundancy, hot standby system cores (system brains), High Availability site configurations, robust backup on-site power plants, enhanced remote monitoring, and status reporting. The microwave network

that links all of the sites has also been designed with redundancies in both the equipment and the link pathways.

The overall grade for YRP Telecommunications Reliability is an A, this is projected to remain stable for the next two (2) years.

## 6.4 Capacity

YRP Telecommunications received an overall Capacity management rating grade of A from YRP Technical Support.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Capacity Measures →	Utilization and Supply		Ability to Meet Future Needs		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015
Radio System	-	A	-	A	D	A
Mobile and Portable Radios	-	A	-	A	C	A
Telecom Towers	-	B	-	C	-	B
Telecom Tower Equipment	-	A	-	A	-	A
<b>OVERALL</b>	-	<b>A</b>	-	<b>A</b>	<b>C</b>	<b>A</b>
<b>Future Trend</b>	-	↔	-	↔	↑	↔

*Note: The overall grade from the 2013 YRP SOIR included the telephone system, but did not include the telecom towers and equipment which were reported by YRP Facilities in 2013 (2013 YRP SOIR overall Facilities Capacity grade was a C).*

**Radio System and User Gear:** When the new radio system was planned, in order to ensure the signal capacity was sufficient, YRP asked various users for input in addition to considering Regional planning information, growth projections, and locations of rapid urbanization. The new system infrastructure was also bolstered by the inclusion of three additional channels. The radio system now has substantial capacity and coverage to handle the growth of the organization and its public-safety partners within York Region. Additional special purpose channels were also secured to off-load certain heavy users from the system.

The overall grade for YRP Telecommunications Capacity is an A, this is projected to remain stable for the next two (2) years.

## 6.5 Condition

YRP Telecommunications received an overall Condition management rating grade of A from YRP Technical Support.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*



Condition Measures →	Physical Condition		Maintainability		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015
Radio System	-	A	-	A	D	A
Mobile and Portable Radios	-	A	-	A	C	A
Telecom Towers	-	B	-	B	-	B
Telecom Tower Equipment	-	A	-	A	-	A
<b>OVERALL</b>	-	<b>A</b>	-	<b>A</b>	<b>C</b>	<b>A</b>
<b>Future Trend</b>	-	↔	-	↔	↑	↔

*Note: The overall grade from the 2013 YRP SOIR included the telephone system, but did not include the telecom towers and equipment which were reported by YRP Facilities in 2013 (2013 YRP SOIR overall Facilities Condition grade was a B).*

### Age and Remaining Life

The former 20+ years old radio system was replaced in its entirety in 2014-2015 with an APCO Project 25 (International) standards-based compliant system. The vendor is providing a maintenance and lifecycle plan to ensure the system remains current and supported for a minimum of 10 years.

The ages of the various Telecommunications Towers vary, but on average, they are 37 years old (with an estimated useful life of 50 years, on average 13 years remain).

### Regular Replacement Plans

**Radio System:** Modern dispatch communications systems are primarily built with common off-the-shelf IT components such as servers, routers, switches, and PCs that run both commercial and proprietary software. Due to this reliance on IT equipment, the new digital radio system was procured with a 10-year maintenance and lifecycle plan from the vendor. Under this agreement, the system is maintained at a standard service level until Year Six (6), at which time all major components and software are replaced regardless of condition. This is to ensure the system components are never rendered technologically obsolete by any of the 3<sup>rd</sup> party manufacturers and remain up-to-date supported subsystems of the whole system.

**User Gear:** Portable radios are carried by every front-line YRP officer and mobile radios are installed in every operational police vehicle. These user gear devices provide effective and efficient communications for day-to-day YRP dispatch operations. The mobile and portable radios have a useful life of approximately seven (7) years (an industry standard). As part of the radio system replacement in 2014-2015, all user gear devices were also replaced with modern models that has an extended battery life, smaller size, lighter weight, shorter antenna, voice encryption, and enhanced audio. User gear replacement will occur in 2021.

The overall grade for YRP Telecommunications Condition is an A, this is projected to remain stable for the next two (2) years.

## 7 Specialized Equipment

Specialized Equipment includes all the special-purpose equipment used by each District, as well as the Traffic Unit, Emergency Response Unit, Forensic Identification Unit, Intelligence Unit, etc.

### 7.1 How We Did Overall

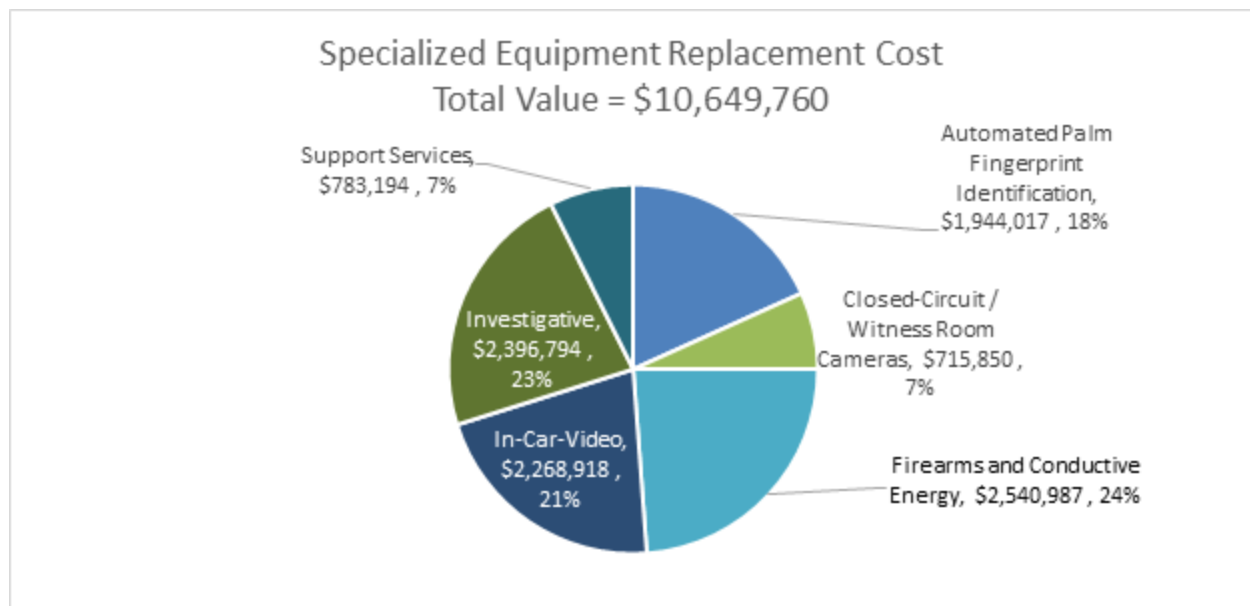
The overall grade for YRP Specialized Equipment assets is a B; this is expected to remain stable over the next two years.

Specialized Equipment – Overall Assessment	2015 Grade	Trend to 2017
Reliability	B	↔
Capacity	B	↔
Condition	B	↔
<b>OVERALL</b>	<b>B</b>	↔

### 7.2 Background

#### 7.2.1 Replacement Cost

The following graph presents the replacement cost of YRP Specialized Equipment assets.



### 7.3 Reliability

YRP Specialized Equipment received an overall Reliability management rating grade of B from various YRP departments.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Reliability Measures →	Availability (Outage) and Redundancy		Compliance and Quality		Functionality		Safety and Security		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015	2013	2015	2013	2015
Automated Palm Fingerprint Identification	-	B	-	B	-	B	-	A	B	B
Closed-Circuit System	-	B	-	B	-	B	-	B	B	B
Firearms and Conductive Energy	-	B	-	B	-	B	-	B	B	B
In-Car Video	-	A	-	B	-	A	-	A	A	A
Specialized Equipment - Investigative	-	B	-	B	-	B	-	B	B	B
Specialized Equipment – Field Support	-	B	-	B	-	B	-	B	B	B
Specialized Equipment - Traffic	-	B	-	B	-	B	-	A	-	B
Specialized Equipment - Intelligence	-	A	-	B	-	B	-	B	-	B
<b>OVERALL</b>	-	<b>B</b>	-	<b>B</b>	-	<b>B</b>	-	<b>A</b>	<b>B</b>	<b>B</b>
<b>Future Trend</b>	-	↔	-	↔	-	↔	-	↔	↑	↔

All types of YRP Specialized Equipment follow their specific maintenance plans to ensure they meet quality standards and are reliable. When the equipment can no longer deliver quality services or it is no longer cost effective to repair, a business case is submitted to apply for YRP capital funding to purchase new equipment. Such capital requests are debated and prioritized during the annual YRP budgeting process, and an executive decision is made either to support or decline the request based on business needs. All YRP Specialized Units are responsible for managing their own equipment and making sure they deliver satisfactory services. In general, all YRP Specialized Equipment performs reliably.

The overall grade for YRP Specialized Equipment Reliability is a B, this is projected to remain stable for the next two (2) years.

## 7.4 Capacity

YRP Specialized Equipment received an overall Capacity management rating grade of B from various YRP departments.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Capacity Measures →	Utilization and Supply		Ability to Meet Future Needs		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015
Automated Palm Fingerprint Identification	-	B	-	C	B	B
Closed-Circuit System	-	B	-	B	A	B
Firearms and Conductive Energy	-	B	-	B	B	B
In-Car Video	-	A	-	B	A	A
Specialized Equipment - Investigative	-	B	-	C	B	B
Specialized Equipment – Field Support	-	B	-	B	B	B
Specialized Equipment - Traffic	-	B	-	B	-	B
Specialized Equipment - Intelligence	-	B	-	Unknown	-	B
<b>OVERALL</b>	-	<b>B</b>	-	<b>B</b>	<b>B</b>	<b>B</b>
<b>Future Trend</b>	-	↔	-	↔	↑	↔

Through a comprehensive and prudent budgeting process, all YRP Operational Units work closely with Financial Services to ensure they have sufficient funding to purchase and replace necessary equipment. Specialized equipment assets include diverse tools such as the Remotely Operative Vehicles for detecting and dismantling explosives, Laser Light Evidence Identification Systems for crime scene screening, Total Stations for collecting collision scene data, etc. As York Region continues to develop and the population grows, YRP officers need sophisticated equipment to handle more dangerous and complicated situations. YRP is committed to providing adequate tools in a cost efficient manner to officers to enable them to solve crimes efficiently and effectively, and ensure community safety. A new enhanced addition to YRP Specialized Equipment is the storage of ICC video which is now fully deployed and growing exponentially (also increasing the Capacity).

The overall grade for YRP Specialized Equipment Capacity is a B, this is projected to remain stable for the next two (2) years.

## 7.5 Condition

YRP Specialized Equipment received an overall Condition management rating grade of B from various YRP departments.

*Note: Detailed definitions of the measures used in this section are located in Appendix C – Measure Definitions.*

Condition Measures →	Physical Condition		Maintainability		Overall	
Asset Type ↓	2013	2015	2013	2015	2013	2015
Automated Palm Fingerprint Identification	-	B	-	C	B	B
Closed-Circuit System	-	B	-	B	A	B
Firearms and Conductive Energy	-	B	-	B	B	B
In-Car Video	-	C	-	D	A	C
Specialized Equipment - Investigative	-	B	-	B	B	B
Specialized Equipment – Field Support	-	B	-	B	B	B
Specialized Equipment - Traffic	-	B	-	B	-	B
Specialized Equipment - Intelligence	-	B	-	B	-	B
<b>OVERALL</b>	-	<b>B</b>	-	<b>B</b>	<b>B</b>	<b>B</b>
<b>Future Trend</b>	-	↔	-	↔	↑	↔

### Regular Replacement Plan

In general, equipment is replaced at the end of its useful life to ensure it is in good working condition. Listed below are specific examples of YRP Specialized Equipment purchases and their anticipated replacement year:

- The current Automated Palm Fingerprint Identification System was purchased in 2010 and is planned to be replaced in 2019.
- The current In-Car Video equipment installed in YRP marked/unmarked patrol cars was purchased from 2011-2013 and is planned to be replaced from 2017-2020.
- The current Closed-Circuit System was installed in 2012-2013 and a business case was developed to replace it in 2017.

Firearms and Conductive Energy Weapons are replaced/replenished annually or when necessary. Other specialized equipment is replaced based on each type of equipment's life cycle and specific needs.

The overall grade for YRP Specialized Equipment Condition is a B, this is projected to remain stable for the next two (2) years.

## 8 Financial

To implement a successful asset management framework, sound financial planning and budgeting is critical. YRP has actively pursued prudent fiscal policies and sustainable financial strategies to ensure excellent police services are provided to York Region in a cost-effective manner.

Through a proactive financial planning process, a 10-year Capital Plan supported by an internal 100-year Outlook has been developed to ensure YRP assets are purchased, constructed, and maintained in a responsible way that meets future demands and provides favourable return on investment.

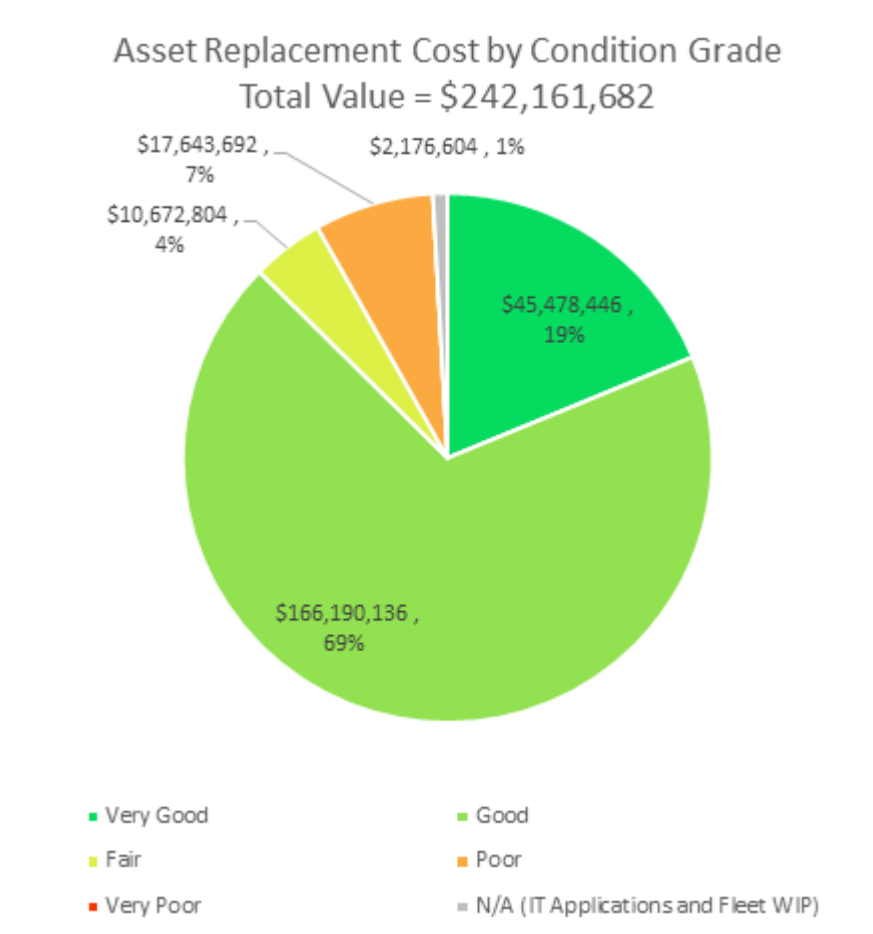
### 8.1 Replacement Cost of York Regional Police Assets

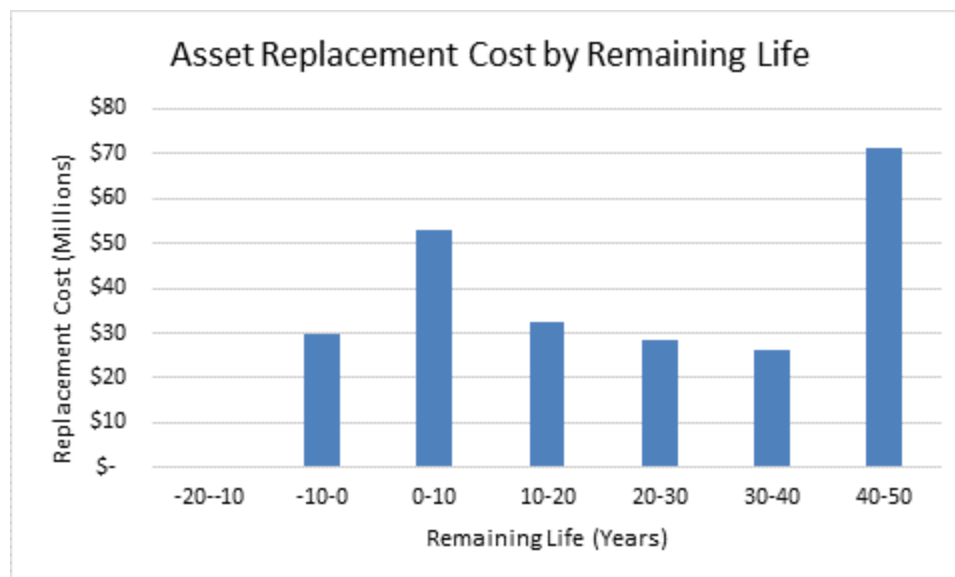
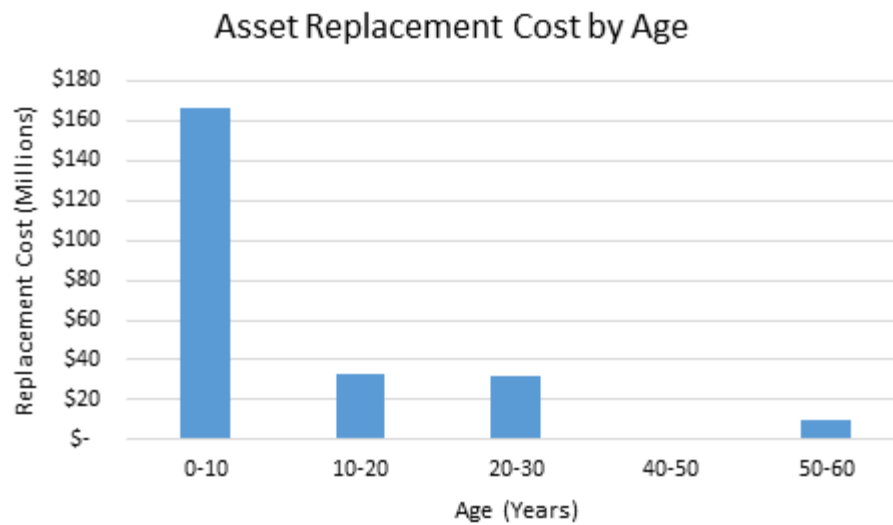
As of December 31, 2015, the total York Regional Police asset replacement cost was: **\$242,161,682**.

*Note: This excludes retired items, land, leased properties, and leaseholder improvements.*

The following series of graphs depict the replacement cost of YRP assets from different perspectives:

- Asset Replacement Cost by Condition Grade.
- Asset Replacement Cost by Age.
- Asset Replacement Cost by Remaining Life.









## Appendix A – Tables of Measures and Indicators per Asset Branch

*Note: Indicators marked with an asterisk were previously utilized in the 2013 YRP SOIR. Indicators without asterisks are new indicators for the 2015 YRP SOIR.*


*Note: For grading, when YRP Facilities, IT, and Fleet management rating grades were provided alongside other indicator grades for a measure, these were averaged out to a final grade for each measure.*


*Note: The Furniture and Equipment overall Reliability grade is a YRP management grade derived from the TCAA Facilities data set.*


*Note: In the 2013 YRP SOIR, Age and Remaining Life was used as an indicator for Condition; for the 2015 YRP SOIR, this has been replaced by Age / Expected Life (Deterioration Curve). Details on this new approach can be found in*

*Appendix B – Changes to the 2015 Report - Determining Condition - Asset Deterioration Curve*

Chart Legend:

 = Criterion

 = Measure

 = Indicator

NG = Not Graded

NA = Not Applicable

QG = Quantitatively Graded (Calculated Raw Data)

MR = Management Rating

MS = Management Statement

SR = Subject Matter Expert Rating

<b>Facilities - Buildings</b>	<b>Grade</b>	<b>Trend</b>	<b>Description</b>
<b>Reliability – Overall</b>	A	↔	
Availability (Outage) and Redundancy	A	↔	
Generator Availability/Power Redundancy	A	↔	MR
Compliance and Quality	A	↔	
AODA Compliance	A	↔	MR
Building Code Compliance	A	↔	MR
Other Technical Standards Compliance	A	↔	MR
Percentage of Assets Beyond Replacement Year	NA	-	NA
<b>Functionality</b>	B	↔	
Work Requests Related to Functional Issues	A	↔	MR
Alignment with Business Plan Expectations	NG	↔	MS
Occupant Satisfaction	B	↔	MR
Facility Amenities	B	↔	MR
Facility Aesthetics	B	↔	MR
<b>Safety and Security</b>	A	↔	MR
Safety and Security	A	↔	MR
<b>Energy Resiliency</b>	B	↑	
LEED standards and 'Smart Building' systems	B	↑	MS
Energy Footprint	NG	-	NA
<b>Capacity - Overall</b>	B	-	
Utilization and Supply	B	-	
Management Rating	B	-	MR
Plan to Support Future Needs	B	-	
Management Rating	B	-	MR
<b>Condition - Overall</b>	B	↑	
<b>Physical Condition</b>	B	↑	
Age/Expected Life (Deterioration Curve)	B	↑	QG
*Major Renovation Plans	NG	-	MS
Facility Condition Index (10 Year)	NG	-	NA
<b>Maintainability</b>	C	↔	
*Regular Maintenance Measures	NG	↔	MS
Total Reactive Work Orders vs. Total Work Orders	C	↔	QG

<b>Facilities – Furniture and Equipment</b>	<b>Grade</b>	<b>Trend</b>	<b>Description</b>
<b>Reliability – Overall</b>	<b>A</b>	↔	
Availability (Outage) and Redundancy	NA	↔	
Compliance and Quality	NG	-	
Percentage of Assets Beyond Replacement Year	NG	-	NA
Functionality	B	↔	
Work Requests Related to Functional Issues	NA	-	NA
Occupant Satisfaction	B	↔	MR
Safety and Security	NA	-	
Furniture Reliability	A	↔	MR
<b>Capacity - Overall</b>	<b>B</b>	-	
Utilization and Supply	B	-	
Management Rating	B	-	MR
Plan to Support Future Needs	B	-	
Management Rating	B	-	MR
<b>Condition - Overall</b>	<b>B</b>	↔	
Physical Condition	B	↔	
Age/Expected Life (Deterioration Curve)	B	↔	QG
Maintainability	NG	↔	
*Regular Maintenance Measures	NG	↔	MS

<b>IT – End User Devices</b>	<b>Grade</b>	<b>Trend</b>	<b>Description</b>
<b>Reliability – Overall</b>	<b>A</b>	↔	
Availability (Outage) and Redundancy	A	↔	
Percent Availability/Uptime of Asset	A	↔	MS
Mean Repair Time	NG	-	NA
Mean Time Between Failures	NG	-	NA
UPS Availability/Power Redundancy	A	↔	MS
Compliance and Quality	B	↑	
Fault Tolerance	B	↑	MS
Fault Reoccurrence	NG	-	NA
Functionality	A	↔	
Management Rating	A	↔	MR
Functional Issues Tickets	NG	-	NA
Alignment with Business Plan Expectations	A	NA	MS
Safety and Security	NG	↔	
Safety and Security	NG	↔	MS
<b>Capacity - Overall</b>	<b>A</b>	↔	
Utilization and Supply	A	↔	
Ratio of Staff to Equipment and Applications	A	↔	QG
Ability to Meet Current Demand	A	↔	MS
Ability to Meet Future Needs	A	↔	
Growth Projection and Future Plan to Address Constraints/Gaps	A	↔	MS
<b>Condition - Overall</b>	<b>A</b>	↔	
Physical Condition	B	↑	
Age/Expected Life (Deterioration Curve)	B	↑	QG
Maintainability	A	↔	
*Regular Replacement Plans	B	↔	MS
Regular Maintenance Plan	A	↔	MS
Maintenance and Repair Tickets/ Requests	NG	-	NA

IT – Voice and Data Infrastructure	Grade	Trend	Description
<b>Reliability – Overall</b>	<b>A</b>	↔	
Availability (Outage) and Redundancy	A	↔	
Percent Availability/Uptime of Asset	A	↔	MS
High Availability Implementation	A	↔	MS
Mean Repair Time	NG	-	NA
Mean Time Between Failures	NG	-	NA
UPS Availability/Power Redundancy	A	↔	MS
Compliance and Quality	A	↔	
Fault Tolerance	A	↔	MS
Fault Reoccurrence	NG	-	NA
Functionality	A	↔	
Management Rating	A	↔	MR
Functional Issues Tickets	NG	-	NA
Alignment with Business Plan Expectations	A	↔	MS
Safety and Security	NG	↔	
Safety and Security	NG	↔	MS
<b>Capacity - Overall</b>	<b>A</b>	<b>↔</b>	
Utilization and Supply	A	↔	
Management Rating	NG	-	NA
Ratio of Staff to Equipment and Applications	NG	-	NA
Ability to Meet Current Demand	A	↔	MS
Ability to Meet Future Needs	A	↔	
Growth Projection and Future Plan to Address Constraints/Gaps	A	↔	MS
<b>Condition - Overall</b>	<b>A</b>	<b>↔</b>	
Physical Condition	B	↔	
Age/Expected Life (Deterioration Curve)	B	↔	QG
Maintainability	A	↔	
*Regular Replacement Plans	A	↔	MS
Regular Maintenance Plan	A	↔	MS
Maintenance and Repair Tickets/ Requests	NG	-	NA

IT – Data Centres	Grade	Trend	Description
<b>Reliability – Overall</b>	<b>A</b>	↔	
Availability (Outage) and Redundancy	A	↔	
Percent Availability/Uptime of Asset	A	↔	MS
High Availability Implementation	A	↔	MS
Mean Repair Time	NA	-	NA
Mean Time Between Failures	NA	-	NA
UPS Availability/Power Redundancy	A	↔	MS
Compliance and Quality	A	↔	
Fault Tolerance	A	↔	MS
Fault Reoccurrence	NG	-	MS
Functionality	A	↔	
Management Rating	A	↔	MR
Functional Issues Tickets	NA	-	NA
Alignment with Business Plan Expectations	A	↔	MS
Safety and Security	NG	↔	
Safety and Security	NG	↔	MS
<b>Capacity - Overall</b>	<b>A</b>	↔	
Utilization and Supply	A	↔	
Management Rating	NA	-	NA
Ratio of Staff to Equipment and Applications	NA	-	NA
Ability to Meet Current Demand	A	↔	MS
Ability to Meet Future Needs	A	↔	
Growth Projection and Future Plan to Address Constraints/Gaps	A	↔	MS
<b>Condition - Overall</b>	<b>A</b>	↔	
Physical Condition	B	↔	
Age/Expected Life (Deterioration Curve)	B	↔	QG
Maintainability	A	↔	
*Regular Replacement Plans	A	↔	MS
Regular Maintenance Plan	A	↔	MS
Maintenance and Repair Tickets/ Requests	NG	-	NA

<b>IT – Applications</b>	<b>Grade</b>	<b>Trend</b>	<b>Description</b>
<b>Reliability – Overall</b>	<b>A</b>	<b>↔</b>	
Availability (Outage) and Redundancy	A	↔	
Management Rating	A	↔	MR
Percent Availability/Uptime of Asset	A	↔	MR
High Availability Implementation	B	↔	MS
Mean Repair Time	NG	-	NA
Mean Time Between Failures	NG	-	NA
UPS Availability/Power Redundancy	A	↔	MR
<b>Compliance and Quality</b>	<b>A</b>	<b>↔</b>	
Management Rating	B	↔	MR
Fault Tolerance	A	↔	MR
Fault Reoccurrence	NG	-	MS
<b>Functionality</b>	<b>A</b>	<b>↔</b>	
Management Rating	B	↔	MR
Functional Issues Tickets	NG	-	NA
Alignment with Business Plan Expectations	A	↔	MS
<b>Safety and Security</b>	<b>NG</b>	<b>↔</b>	
Safety and Security	NG	↔	MS
<b>Capacity - Overall</b>	<b>A</b>	<b>↔</b>	
Utilization and Supply	A	↔	
Management Rating	A	↔	MR
Ratio of Staff to Equipment and Applications	A	↔	MS
Ability to Meet Current Demand	A	↔	MR
Ability to Meet Future Needs	A	↔	
Growth Projection and Future Plan to Address Constraints/Gaps	A	↔	MR
<b>Condition - Overall</b>			
Maintainability	A	↔	
*Regular Replacement Plans	A	↔	MR
Regular Maintenance Plan	A	↔	MR
Maintenance and Repair Tickets/ Requests	NG	-	NA

<b>Fleet</b>	<b>Grade</b>	<b>Trend</b>	<b>Description</b>
<b>Reliability – Overall</b>	A	↔	
Availability (Outage) and Redundancy	A	↔	
*Percentage of Reported Major Failures Outside of Maintenance Cycles	A	↔	QG
Mean Distance between Failures	NG	-	NA
Fleet Reserve	A	↔	QG
Management Rating (for Boats)	A	-	MR
Management Rating (for Helicopter)	B	-	MR
<b>Compliance and Quality</b>	A	↔	
Adherence to Inspection Schedules	B	↑	QG
Asset Replacement Schedule	A	↔	QG
Management Rating (for Boats)	A	-	MR
Management Rating (for Helicopter)	A	-	MR
<b>Functionality</b>	A	-	
Management Rating (for Boats)	A	-	MR
Management Rating (for Helicopter)	A	-	MR
<b>Safety and Security</b>	A	-	
Management Rating (for Boats)	A	-	MR
Management Rating (for Helicopter)	A	-	MR
<b>Capacity - Overall</b>	A	↔	
Utilization and Supply	A	↔	
*Ratio of Staff to Vehicles by Department	A	↔	QG
Management Rating (for Boats)	A	-	MR
Management Rating (for Helicopter)	A	-	MR
<b>Ability to Meet Future Needs</b>	B	-	
Ability to Meet Future Needs	NG	-	NA
Management Rating (for Boats)	A	-	MR
Management Rating (for Helicopter)	C	-	MR
<b>Condition - Overall</b>	A	↑	
<b>Physical Condition</b>	B	↑	
Age/Expected Life (Deterioration Curve)	B	↑	QG
Management Rating (for Boats)	A	-	MR
Management Rating (for Helicopter)	B	-	MR
<b>Maintainability</b>	A	↔	
*Regular Inspection and Maintenance Measures	A	↔	SR
*Replacement Strategy	A	↔	SR
Percentage of Major reactive (Unscheduled) Work to Total Work Orders	A	↔	QG
Management Rating (for Fleet Equipment and Other Misc.)	B	-	MR
Management Rating (for Boats)	A	-	MR
Management Rating (for Helicopter)	A	-	MR



<b>Telecommunications</b>	<b>Grade</b>	<b>Trend</b>	<b>Description</b>
<b>Reliability – Overall</b>	<b>A</b>	↔	<b>MR</b>
Availability (Outage) and Redundancy	A	↔	MR
*Management Rating	A	↔	MR
Compliance and Quality	A	↔	MR
*Management Rating	A	↔	MR
Functionality	A	↔	MR
*Management Rating	A	↔	MR
Safety and Security	A	↔	MR
*Management Rating	A	↔	MR
<b>Capacity - Overall</b>	<b>A</b>	↔	<b>MR</b>
Utilization and Supply	A	↔	MR
*Management Rating	A	↔	MR
Ability to Meet Future Needs	A	↔	MR
*Management Rating	A	↔	MR
<b>Condition - Overall</b>	<b>A</b>	↔	<b>MR</b>
Physical Condition	A	↔	MR
Management Rating	A	↔	MR
Maintainability	A	↔	MR
Management Rating	A	↔	MR

<b>Specialized Equipment</b>	<b>Grade</b>	<b>Trend</b>	<b>Description</b>
<b>Reliability – Overall</b>	<b>B</b>	↔	<b>MR</b>
Availability (Outage) and Redundancy	B	↔	MR
*Management Rating	B	↔	MR
Compliance and Quality	B	↔	MR
*Management Rating	B	↔	MR
Functionality	B	↔	MR
*Management Rating	B	↔	MR
Safety and Security	A	↔	MR
*Management Rating	A	↔	MR
<b>Capacity - Overall</b>	<b>B</b>	↔	<b>MR</b>
Utilization and Supply	B	↔	MR
*Management Rating	B	↔	MR
Ability to Meet Future Needs	B	↔	MR
*Management Rating	B	↔	MR
<b>Condition - Overall</b>	<b>B</b>	↔	<b>MR</b>
Physical Condition	B	↔	MR
Management Rating	B	↔	MR
Maintainability	B	↔	MR
Management Rating	B	↔	MR

## Appendix B – Changes to the 2015 Report

Due to the alignment of all York Region Departmental State of Infrastructure Reports for 2015, in order to support this initiative as well as to further refine the process for accurately measuring and evaluating assets, various changes and enhancements were made to the methodology used in the 2013 YRP SOIR. The following sections detail the various changes and enhancements.

### Re-Categorizing Assets

The following table summarizes the changes made in asset categories for the 2015 YRP SOIR:

2013 CATEGORIZATIONS	2015 RE-CATEGORIZATIONS
Equipment section included IT Equipment, Telecommunications, and Specialized Equipment.	IT Equipment, Telecommunications, and Specialized Equipment have been divided up into their own separate sections.
IT Equipment assets were divided into two (2) groups in the 2013 YRP SOIR: IT Hardware and IT Infrastructure Equipment and Software Applications.	IT Equipment assets are divided into four (4) groups: IT End User Devices, IT Voice and Data Infrastructure, IT Data Centres, and IT Applications. This was done in order to more accurately group various types of IT Equipment and to maintain consistency with the York Region Corporate IT department.
Telephone Systems were reported with Telecommunications.	Telephone Systems are reported with IT Equipment under IT End User Devices.
Telecommunications Towers were reported with Facilities.	Telecommunications Towers are reported with Telecommunications.

### Improvements to Data Reporting and Measurement

A number of improvements, including beginning a comprehensive asset management plan, have resulted from the initial 2013 YRP SOIR and are expected to continue into the future. Several asset management initiatives were planned for 2015, including improvements to monitoring systems and assessment metrics, as well as periodic inventory counts that are conducted by each YRP branch. In particular, this physical inventory count will occur at least once every two years, in perpetuity.

A few key pieces of information concerning the Condition, Reliability, and Capacity of assets were also collected and tracked through the process. In the period between physical inventory counts, all YRP branches were also asked to update their records regularly when new assets were purchased and old assets retired. This collected information helped to improve the data quality of this SOIR, and will continue to improve the data quality of future SOIRs related to Condition, Reliability, and Capacity of assets.

### Determining Condition - Asset Deterioration Curve

In order to understand the effects of asset decisions such as rehabilitation, it is necessary to understand the performance of assets over time. Condition of an asset is identified over time by using a curve representing the deterioration of the asset (i.e., a condition based lifecycle curve).

Standard deterioration curves are developed based on the assumption that the condition at the end of life, or Useful Estimated Life (UEL), is equal to very poor/failed and assigned a condition grade of five (5). This means that the probability of failure at the UEL is 95% or more.

The definition of an asset's useful life is typically stated as the period of time that the asset will be economically feasible for use in a business. In other words, it is the period of time that the asset will be in service and used to earn revenues or otherwise be useful. This is in contrast to the physical life of an asset, which is the period of time that it takes for the asset to become fully depreciated or either physically failed/very near failure and

provides no additional use. Based on these definitions, the probability of failure at the physical life may be as high as 95% or more, but not necessarily at the useful life. An asset is often physically able to continue operating although it may be at a cost (e.g., high maintenance) or risk (e.g., lower reliability) that renders it no longer fit for service. As an example, a computer may only be useful for four (4) years but be technologically obsolete even though it could physically be operated for many more years. Similarly, a marked patrol vehicle may be kept for five (5) years at which time the mileage is sufficiently high that its reliability may be lower than acceptable; the risk that it may break down while in service is higher than tolerable given the importance of its use in policing.

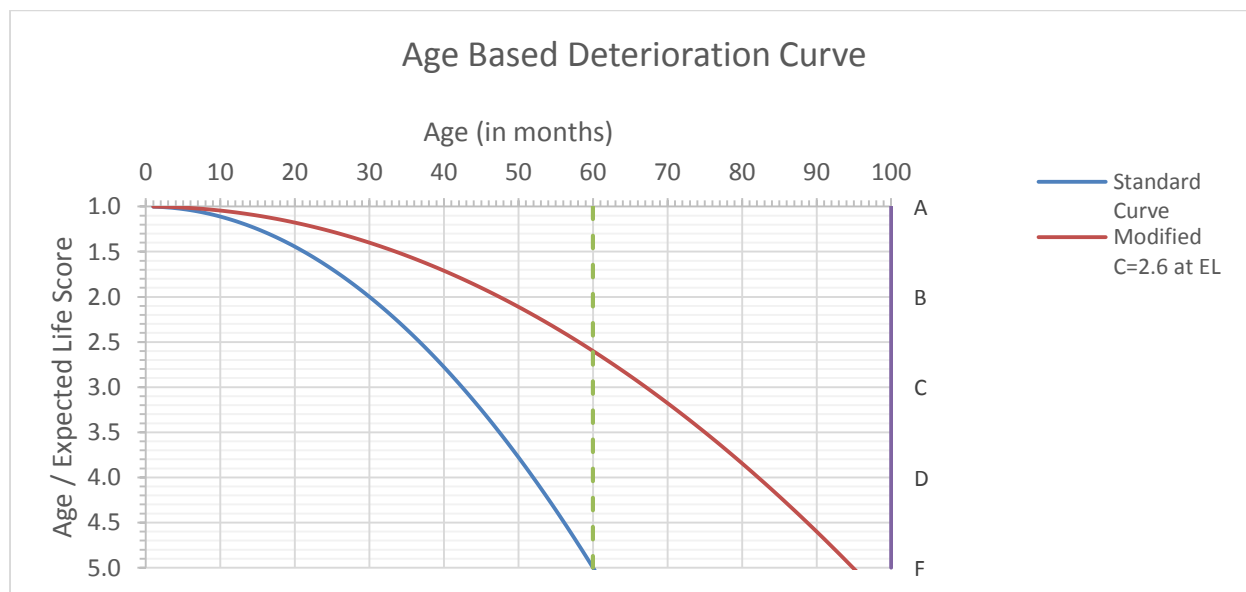
The typical deterioration curve assumes a Condition of five (5) or grade of F - Fail at the time of asset end of life, or asset replacement. Considering the difference between useful life and physical life, the assumption of a grade of F is too restrictive. A marked patrol vehicle in its last month of service does not have a Probability of Failure (PoF) of 95% - if the PoF was that high, it would have been replaced well before that time. Accordingly, the standard curve should be modified with a different Condition grade at the time of expected useful life of the asset. This modified grade should reflect the type of asset, its operating environment, and the experience of condition and reliability of the asset by the user.

Age/Expected Life Deterioration Curve values adopted in the YRP 2015 SOIR are presented in the following table.

Asset Branch	Expected Life	Grade at Expected Life
Facilities	50 years	C (3)
Fleet	Varies (3 – 21 years)	C (3)
Information Technology	Varies (1 – 10 years)	C (3), and in some cases D (4)

*Note: Physical Condition grades for Specialized Equipment and Telecommunications assets were done through Management Ratings rather than Age/Expected Life Deterioration Curve calculations.*

The standard deterioration curve with an example of the modification used for all of the 2015 York Region State of Infrastructure Departmental Reports is shown in the following chart.



## Introduction of Measures

Previously, in the 2013 YRP SOIR, only the criteria of Condition, Reliability, and Capacity were used in conjunction with relevant key indicators that were used to determine the grade of each criterion. In the 2015 YRP SOIR, to promote alignment between the various York Region departmental SOIRs, measures were introduced to the 2015 YRP SOIR. The measures act as an intermediary between each criterion and its indicators in order to clearly organize the individual grades that combine to form an overall grade per criterion. They also help define the various facets of each criterion and delineate how subsets of indicators can be grouped together to communicate these.

In addition, for 2015 a new measure across all York Region departmental SOIRs was introduced – Energy Resiliency. For 2015, YRP graded this measure for Facilities – Buildings. In future reports, grading this measure could be expanded to other relevant asset types.

## New Indicators

An extensive list of the new indicators used in the 2015 YRP SOIR for each asset branch can be found in *Appendix A – Tables of Measures and Indicators per Asset Branch*.

## Scoring Method

A new scoring method used to determine grades is further detailed in Section 3.2 Grading.

## Asset Exclusions

For YRP Facilities, leaseholder improvements, leased buildings, and land acquisitions were excluded from this report in order to maintain alignment with other York Region departmental SOIRs.

## Appendix C – Measure Definitions

Criteria	Measure	Measure Definition
Reliability	Availability (outage) and Redundancy	Assets are considered available when they are ready to be used. A direct indicator of availability is the time the asset is out of service either because of unplanned failures or service interruptions. The number or frequency of failures will affect the time the asset is down or out of service. Having redundant or standby assets is a strategy to reduce the risk to service during outage. Examples of redundancy are having emergency generators available during a power failure, or having spare or reserve equipment or of vehicles in a fleet.
Reliability	Compliance and Quality	Compliance with regulatory standards (such as MOE, AODA, Building and Equipment codes), quality standards such as ISO or CQI, standards prescribed by equipment manufacturers, and internal standards such as internal targets, compliance to maintenance schedules and asset replacement schedules. Compliance to standards is directly related to the quality of assets and service delivery.
Reliability	Safety and Security	This measure reflects the importance of safety and security of the public at large, customers or users of the service or assets and staff. Maintaining safe and secure facilities minimizes the risk of accidental or malicious actions causing harm to occupants or users, disruption to service, degraded product quality or claims against the Region. This measure includes security breaches, access control violations and also includes vandalism that can impact the image of the Region.
Reliability	Functionality	Functionality measures the fitness for purpose of the asset for the particular uses for which the asset was designed or intended. For example, a functional public building is structurally sound, organized for social purposes, and includes considerations like appearance and the physical and psychological well-being of its occupants. This can be directly measured by considering the opinion of the customers and their satisfaction with the service as experienced through 'sense' parameters such as appearance, noise, taste and odour. Within facilities, the amenities and aesthetics play an important role in enhancing customer experience and these can be considered as part of this measure.
Reliability	Energy Resiliency	<p>Energy resiliency considers both conservation and the specific ability to offset energy requirements through the use of renewable energy resources or non-energy using features. For facilities, it considers total energy footprint (electricity, gas, water) that can be self-benchmarked as a trend or against other similar facilities as an indicator of energy resiliency. Similarly for Fleet it includes fuel consumption that can also be benchmarked. Energy conservation features are also indicative of energy resiliency and include features such as passive solar walls, insulation above required standard, high E-glass and idle shutdown devices on vehicles. At a community level connecting renewable energy sources to a micro grid provide additional benefit above those that only directly serve the facility.</p> <p>This measure is included separately so that in future should it be warranted it might be pulled out as a separate Criteria given the importance of this subject within the context of global warming and sustainability.</p>

Criteria	Measure	Measure Definition
Capacity	Utilization and Supply	Utilization considers the demand for the asset or service and supply to meet the current demand. Design capacity may be expressed units of supply such as flow or volume in a production facility, occupancy or use in a facility, or asset availability as a ratio of assets to staff such as in vehicles or devices. Response rate is a useful indicator of Capacity for services that rely on a combination of one or more assets, logistics, and staff training to meet service levels. Examples include both Police and Paramedic service incident response.
Capacity	Ability to Meet / Plan to Support Future Needs	This measure considers the ability to meet the future demands of asset utilization and supply balancing the cost of having surplus capacity prior to its need. Considering expected future capacity requirements enables a gap analysis to identify areas where expansions or additional capacity may be necessary.
Condition	Physical Condition	Physical condition is one important component of measure for the performance and state of an asset. It reflects the physical state of the asset, which may or may not affect its performance. Other performance measures include reliability, availability, capacity, and meeting customer demands and needs and collectively they represent the ability to provide the required level of service to customers. Physical condition rating assists in proactive planning for rehabilitation and replacement of assets. Where condition cannot be directly measured, surrogate indicators such as age or usage (e.g., mileage) can be used.
Condition	Maintainability	Maintainability refers to the ability of plant personnel to maintain any asset during "normal" operation of the plant. Maintainability as measured in the SOIR provides an indication of the effort needed to maintain the current condition of the asset. Proactive maintenance helps to maintain the condition of assets at acceptable levels. Rates of reactive maintenance can be indicative of the maintenance program and also of asset condition.
Financial (consider for future SOIRs)	Near Term Financial Needs	This measure considers the ability to fund the required capital needs for asset rehabilitation and replacement over the business-planning period (10 years). This measure is also dependent on being able to reasonably identify and predict the requirements or needs within the same planning period. This measure encourages improving the accuracy of forecast requirements, setting realistic budgets and identifying shortfalls that may lead to backlog of requirements and higher risk.
Financial (consider for future SOIRs)	Financial Sustainability	The percentage of reserve funds available compared to the current depreciated value and/or replacement of infrastructure provides insight to the economic stability and security of the Region. Understanding long term replacement needs facilitates the preparation of financial strategies and also reflects the ability to understand and plan for the costs to replace assets.

## Appendix D – Data Confidence

State of Infrastructure reporting is a data-driven process that relies on the quality of the data. Each indicator uses one or more data sets for each asset type. Assessing the availability and accuracy of the data is how data quality is measured in state of infrastructure reporting.

The type of data available has been categorized using the following sources:

1. **Actual data** obtained from data sources such as work order systems, bills, and asset inventories, and capital plans. This also includes ratings such as for condition assessments where a comprehensive study or evaluation has been undertaken. Condition data thus obtained would rank as actual data.
2. **Informed data** is that obtained from staff opinions or management ratings that may also be supported by consultant expertise through a qualitative judgment using best/industry practices in the reporting process. This data may be required when actual data from the data source is not available or cannot be directly measured. The relevant staff is the most informed about the asset; hence their opinions are the best alternate to actual data.
3. **Inferred data** is that which has not been collected from the Region or generated through a measurement output. Rather it may have been inferred using data about a sample population, or it could be surrogate information or data using alternative indicators. In some cases age and expected life is used as a surrogate for measured condition. For assets with long lives where condition can be measured this would qualify as Inferred Data. However, for short-lived assets and those whose condition cannot be directly measured (e.g. vehicles, IT assets), age and expected life condition grade is considered as high accuracy Actual data.

YRP Data Availability and Data Quality comments are presented in the table below.

Asset Branch	Data Availability Rating	Data Quality Notes
Facilities	Moderately Available	Data quality was moderately high, these data sets were also combined with management statements/ratings (Actual + Informed Data)
Information Technology	Moderately Available	Data quality was moderately high, these data sets were also combined with management statements/ratings (Actual + Informed Data)
Fleet	Available	Data quality was high, these data sets were also combined with management statements/ratings (Actual + Informed Data)
Telecommunications	Unavailable	Operating data was unavailable, reliance on management statements/ratings (Informed Data)
Specialized Equipment	Unavailable	Operating data was unavailable, reliance on management statements / ratings (Informed Data)



*Deeds Speak*



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 22, 2016

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**Award for Enterprise Business Intelligence Solution**

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**RECOMMENDATIONS**

1. That the Board authorize the award of the contract for Request for Proposal (P-16-01) for the provision of an Enterprise Business Intelligence and Analytics Software Solution, including one year of software maintenance and support, to Information Builders (Canada), Inc., who submitted the highest scoring lowest cost Proposal and which represents the best value to the Board, for a total one year cost of \$1,141,265, excluding H.S.T.; and
2. That the Board approve the award of four one year options to renew the software maintenance and support services, subject to satisfactory performance and the Chief's approval, at a cost not to exceed \$345,597 per option year, excluding H.S.T., for a total contract cost of \$1,486,862, if all options were exercised, excluding H.S.T.; and
3. That the Chief of Police be authorized to execute the contract, and exercise any options to renew the contract, subject to the approval of The Regional Municipality of York's Regional Solicitor, or his or her designate, as to form and content.

**SYNOPSIS**

This report requests the Board's approval to award the contract for the provision of Enterprise Business Intelligence and Advanced Crime Analytics Software Solution to Information Builders (Canada), Inc. totalling \$1,486,862, including an initial first year cost of \$1,141,265 and optional maintenance and support services over four years, of \$345,597. Purchasing Bylaw No. 06-14, section 6.16, requires the Board's approval to award a contract if the total cost of the contract exceeds one million dollars.

## FINANCIAL IMPLICATIONS

Funds in the amount of \$1,588,857 are included in the 2015 and 2016 Capital Budgets for the purchase of the Business Intelligence (BI) and Analytics Software Solution project. The project was approved under Capital Spend Authority to facilitate multi-year purchase commitments. The cost associated with the 2015 portion of the project, primarily for the Latitude Geographics System and servers was \$238,857. There is currently \$1,340,458 remaining in the 2016 Capital Budget for this project.

The treatment to capitalize the initial one year term of software maintenance within the BI project is consistent with the development cycle of information technology projects. Whereas, software maintenance beyond the initial year is typically captured in the Operating Budget, to reflect the ongoing software maintenance and support costs. The funding for 2017 and to renew each outlook year, averaging \$86,399 per year, for the software maintenance will be included in future annual Operating Budget proposals and subject to the annual approval of the Board and Regional Council.

## BACKGROUND

Business Intelligence technologies are utilized to transform data into meaningful and useful information and to inform more effective strategic, tactical and operational insights and decision making. On March 8, 2016, York Regional Police Purchasing Unit released a Request for Proposal (RFP) for the provision of an Enterprise Business Intelligence and Advanced Crime Analytics Software Solution. The RFP was advertised electronically on Biddingo on March 8, 2016. The RFP was picked up by 27 vendors and at the time of closing on April 5, 2016, five proponents elected to submit a Proposal. Below is the list of proponents that picked up the RFP and submitted a Proposal.

### List of Proponents that picked up the RFP and submitted a proposal

	<b>Proponents</b>	<b>Bid Submitted</b>
1.	* Benchmark Corp., 2600 Skymark Avenue, Unit 6-102, Mississauga, ON	Yes
2.	Dundas Data Visualization, Inc., 250 Ferrand Drive, Suite 500, Toronto, ON	Yes
3.	IBM Canada Ltd., 3600 Steeles Avenue East, Markham, ON	Yes
4.	Information Builders (Canada), Inc., 150 York Street, Suite 1000, Toronto, ON	Yes
5.	Newcomp Analytics Inc., 175 Commerce Valley Drive West, Suite 230, Thornhill, ON	Yes
6.	247 Labs Inc., 140 Yonge Street, Toronto, ON	No
7.	Accenture, 600-45 O'Connor Street, Ottawa, ON	No
8.	Alcea Technologies Inc.(Ottawa), 2197 Riverside Drive, Suite 204, Ottawa, ON	No
9.	Attain Insight Solutions Inc., 463 Ancaster Avenue, Ottawa, ON	No
10.	CAM Management Solutions, Vancouver World Trade Centre, 999 Canada Place, Suite 404, Vancouver, BC	No

	Proponents	Bid Submitted
11.	Canrock Solutions, 1 Yonge Street, Suite 1801, Toronto, ON	No
12.	Deloitte Inc., 30 Wellington Street West, Toronto, ON	No
13.	ESRI Canada, 12 Concorde Place, Suite 900, Toronto, ON	No
14.	JOMAR Softcorp International, 1760 Bishop Street, Cambridge, ON	No
15.	Microsoft Canada, 39 Crosspointe Avenue, Ottawa, ON	No
16.	Motorola Solutions Inc., 1356 Watson Avenue, Costa Mesa, CA	No
17.	Palantir Technologies, 353 Dalhousie Street, Ottawa, ON	No
18.	Project X Ltd., 25 Rumsey Road, Toronto, ON	No
19.	Public Consulting Group, 80 Queen Street, Suite 405, Montreal, QC	No
20.	PwC Ottawa, 99 Bank Street, Suite 800, Ottawa, ON	No
21.	Raymond Chabot Grant Thornton (RCGT), 116 Albert Street, 10th Floor, Suite 1000, Ottawa, ON	No
22.	SAS Institute Canada Inc., 360 Albert Street, Suite 1600, Ottawa, ON	No
23.	Sierra Systems Group Inc., 220 Laurier Avenue West, Suite 800, Ottawa, ON	No
24.	Slalom Consulting, 20 Bay Street, 11th floor, Toronto, ON	No
25.	TIBCO Software, Inc., 700 Sussex Drive, Suite 604, Ottawa, ON	No
26.	Wipro, 5090 Explorer Drive, Suite 800, Mississauga, ON	No
27.	Wynyard, 229 Yonge Street, Suite 306, Toronto, ON	No

**\* Note: Benchmark Corp. failed to provide a mandatory requirement of the RFP and its Proposal submission was disqualified.**

The Evaluation Committee included representation from the Strategic Services Bureau, District Command, Traffic Bureau, Training and Education Bureau, Organized Crime & Intelligence Services, Information Technology Bureau, Front-Line Uniform Officers and Financial Services. The goal of the evaluation committee was to reach a consensus and recommend a proponent that will meet the service requirements of York Regional Police and offer the best value. The Committee members were as follows:

1. Inspector Stu Betts #936 - Strategic Services Bureau;
2. Superintendent Fred Moffatt #393 - 5 District Commander;
3. Inspector Randy Slade #531 - Traffic Bureau;
4. Inspector James MacSween #775 - Training and Education Bureau;
5. Detective Sergeant Anthony Cummins #863 - Organized Crime & Intelligence Services;
6. Constable Eran Schwartz #1734 - #2 District Uniform Patrol;
7. Greg Stanisci #5458 - Business Intelligence Program Leader, Strategic Services Bureau;

8. Micheline Manseau #5286 - Assistant Manager, Information Technology Bureau;
9. Jeff Channell #5460 - Manager of Financial Services (Evaluation of Financials); and
10. Cam Menna #5673 - Buyer, Financial Services, Purchasing Unit (Facilitator).

The evaluation process for this RFP involved the following four stages:

### **First Stage - Technical Proposals – 40 points**

The Evaluation Committee established the weighting breakdown prior to the release of the RFP document. Upon closing of the RFP document, each member of the Evaluation Committee was provided a copy of each proponent's Technical Proposal to score and evaluate. The Technical Proposal submissions were scored out of 40 possible points and only proponents receiving a minimum technical score of 24 points progressed to the second stage.

The following criteria were used in evaluating the Technical Proposal:

#### **Qualifications and Experience – 12 points**

- Experience and credentials of the proponent;
- Experience and qualifications of personnel assigned to and resources to be used in the Contract; and
- References indicating competence and the track record of the proponent on a similar contract.

#### **Service Deliverables – 25 points**

- A detailed description of all Deliverables being proposed, but not limited to the stated requirements;
- Proposed delivery, installation, and training schedule including a training plan;
- Proponent's warranty and support service levels;
- Value-added products and services which would enhance the work at no additional cost; and
- Proponent's environmental (Green) policy.

#### **Submission – 3 points**

- Compliance with the requirements of the RFP, comprehensiveness and completeness of submission;
- Demonstrated full understanding of the contract objectives and the services to be provided; and
- Demonstrated willingness to comply with terms and conditions of the RFP.

The following chart depicts the scoring of the proponents that submitted qualified bids:

**First Stage - Technical Proposals Scoring Chart**

<b>Proponent</b>	<b>Technical Score (out of 40)</b>
Information Builders (Canada), Inc.	33.3
IBM Canada Ltd.	26.1
Newcomp Analytics Inc.	24.5
Dundas Data Visualization Inc.	19.5

Dundas Data Visualization, Inc. failed to meet the minimum score of 24 points for the Technical Proposal and were removed from further consideration.

**Second Stage – Oral Presentation and Demonstration – 10 Points**

Proponents that met the minimum score in the First Stage were invited for an oral presentation and demonstration of its proposed solution.

The proponents were required to achieve at least six points out of 10 points allocated to the Oral Presentation and Demonstration stage to have its price proposal opened and evaluated. Proponents that did not meet the minimum requirement were eliminated from further consideration.

The following chart depicts the combined results of the First and Second Stages. IBM Canada Ltd. and Newcomp Analytics Inc. failed to meet the minimum score of six points for the Oral Presentation and Demonstration stage and were removed from further consideration.

**Second Stage – Oral Presentation and Demonstration Scoring Chart**

<b>Proponent</b>	<b>Technical Score (out of 40)</b>	<b>Interview (out of 10)</b>	<b>Total Weighted Score After Second Stage (out of 50)</b>
Information Builders (Canada), Inc.	33.3	8	41.3
IBM Canada Ltd.	26.1	3	29.1
Newcomp Analytics Inc.	24.5	4	28.5

**Third Stage – Price Proposal (20 points)**

The sole proponent that met the minimum score for the First and Second stage had its price proposal opened and reviewed. The following chart depicts combined results of the First, Second and Third stages:

**Third Stage – Price Proposal Scoring Chart**

<b>Proponent</b>	<b>Total Weighted Score After Second Stage (out of 50)</b>	<b>Total Price (pre H.S.T.)</b>	<b>Pricing Score (out of 20)</b>	<b>Total Weighted Score After Third Stage (out of 70)</b>
Information Builders (Canada), Inc.	41.3	\$1,486,862	20	61.3

#### **Fourth Stage – Proof of Concept (30 points)**

As the only proponent to meet the minimum score in the Second Stage – Oral Presentation and Demonstration and have its Price Proposal opened in the Third Stage, Information Builders (Canada), Inc. was invited to provide a Proof of Concept in Stage Four, the final phase of the evaluation. The following chart provides the final score of all Four Stages of the evaluation process:

**Fourth Stage – Proof of Concept Scoring Chart**

<b>Proponent</b>	<b>Total Weighted Score After Third Stage (out of 70)</b>	<b>Proof of Concept Score (out of 30)</b>	<b>Total Weighted Score</b>
Information Builders (Canada), Inc.	61.3	24.0	85.3

Purchasing Bylaw No. 06-14, section 6.16, requires the Board's approval to award a contract if the total cost of the contract exceeds one million dollars. In accordance with the recommendations contained in the report, it is therefore recommended that Information Builders (Canada), Inc. be awarded as the proponent with the highest scoring proposal which represents the best value to the Board.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:cm

Accessible formats or communication supports are available upon request.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 22, 2016

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**Donation of \$10,000 or More**

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**RECOMMENDATION**

1. That the Board approve the donation of a 2004 Motor Coach Bus from GO Transit, a Division of Metrolinx, for an approximate value of \$20,000 pursuant to Police Service Board's Donations and Sponsorships Policy No. 01/15.

**SYNOPSIS**

Since November 2005, York Regional Police has made use of refurbished GO Transit buses to facilitate the movement of personnel and community volunteers for numerous police and community functions. A request was made to GO Transit for consideration to donate one of its coach buses being taken out of service. We have received correspondence that the request has been approved in principle. In accordance with the Board's Donations and Sponsorships Policy No. 01/15, all donations of \$10,000 or more require prior Board approval.

**FINANCIAL IMPLICATIONS**

Funds in the amount of \$1,417,400 exist in the 2016 Operating Budget for vehicle repairs and maintenance. In addition, York Regional Police would be responsible for the transfer of ownership, licensing and the payment of any applicable taxes.

## **BACKGROUND**

York Regional Police currently own and operate two coach buses that were donated by GO Transit and refurbished by York Regional Police. The York Regional Police coach buses have proved useful for many different activities. Every year the buses transport members and volunteers to national and provincial memorial services in Ottawa and Toronto, and when necessary to police funerals. The buses are used to take volunteers and community partners to various functions throughout the year and to facilitate the transportation for youth programs, such as Youth Leadership Camp, Youth Opportunity Camp and ECO-TRIP. In addition, the buses are used for legislatively mandated annual public order training, mass operational deployments and training programs, such as the quarterly worship tours.

Historically, the two coach buses are utilized approximately 80 to 100 times per year and frequently at the same or different events, making it necessary to maintain two units. The continued use of an asset of this type of vehicle will allow continual support to our transportation needs by upgrading our oldest unit to a newer, more reliable model.

The Chief of Police submitted an inquiry to Mr. Matt Holland, Director of Bus Services, for upcoming GO Transit bus retirements. Fleet staff, along with a Technician from York Region Transit, viewed the buses, reviewed the maintenance history provided and concluded the bus was in good condition.

GO Transit have supplied York Regional Police with reliable coaches since 2005, through their support in the acquisition of reliable highway coach buses. It is therefore recommended to replace the 1999 Motor Coach with a 2004 Motor Coach Bus and continue this partnership with the acceptance of its generous offer.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:jf

Accessible formats or communication supports are available upon request



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 22, 2016

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**2017-2019 Business Plan  
2016 Community Survey and Member Survey Findings**

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**RECOMMENDATION**

1. That the Board receive this report.

**SYNOPSIS**

In accordance with the *Police Services Act*, Regulation 3/99, York Regional Police and the Regional Municipality of York Police Services Board are currently developing the 2017-2019 Business Plan which will address objectives and core business functions of the service over the next three years.

Section 30(1) of the Adequacy Standards Regulation requires that every board shall prepare a business plan at least once every three years that is developed in consultation with its municipal council, school boards, community organizations and groups, businesses and members of the public. Police Services Board Policy 03/10 Framework for Business Planning further details the process for development of the York Regional Police Business Plan. The framework specifies that the plan shall include quantitative and qualitative performance objectives and indicators relating to community satisfaction with police services and the police service's provision of community-based crime prevention initiatives, community patrol and criminal investigation services. In accordance with section 5(e), its development shall consider factors derived from the consultation process, community satisfaction surveys and victimization surveys.

This report contains a review of the findings of the 2016 Community and Member Survey conducted to inform the development of the 2017-2019 Business Plan.

## **FINANCIAL IMPLICATIONS**

None.

## **BACKGROUND**

In March 2015, the Regional Municipality of York Police Services Board approved the 2017-2019 Business Plan Development Strategy. The formation of the Business Plan relies extensively on research, community input and member consultation to assist in setting our policing priorities for the next three years. The significant components of our research and consultation included the following:

- a scan of crime trends, policing issues, regional demographics and other trends in our operating environment;
- focus groups and meetings involving our members, citizens and community groups;
- a workshop with service agencies and community partners;
- a comprehensive business survey, community survey and member survey;
- a virtual (online) public town hall session;
- other internal and external input from ongoing consultations, surveys and social media communications.

The various research and consultation activities are nearly completed and will help shape the development of the 2017-2019 Business Plan. This report provides highlights of the findings from the 2016 Community and Member Surveys.

## **COMMUNITY SURVEY HIGHLIGHTS**

The survey that was distributed is attached in Appendix A.

During the months of March and April, the 2016 Community Survey was administered to gather important feedback from members of the community regarding their satisfaction, needs, experiences and priorities.

York Regional Police mailed out 12,000 surveys to randomly selected addresses across York Region. Respondents were given the option to complete the survey online or to complete it on the paper copy provided to them with a postage paid return envelope. There were 2,904 surveys completed for a 24.3 percent response rate (70 surveys were returned not delivered or returned to sender). The number of completed surveys was virtually unchanged from the 2013 Community Survey.

### **Key Positive Findings:**

- A majority of respondents (94.4 percent) were either very satisfied or satisfied with the service provided by York Regional Police; relatively the same level of satisfaction noted in 2013 and 2010. However, more respondents were very satisfied in 2016, at 32.6 percent versus 25.9 percent in 2013.
- Overall, close to nine in ten respondents thought that they were receiving good value for their tax dollar in terms of policing in York Region, nearly the same response rate as in 2013.

- 95.8% of respondents had confidence in York Regional Police.
- The highest rated statements about York Regional Police were that they were courteous, respectful, competent and fair.
- Close to 95 percent of respondents stated that they felt very safe or reasonably safe in their community.

#### Opportunities for Improvement:

- According to respondents, there has been a slight decrease in police visibility between 2013 and 2016.
- Over 30 percent of respondents were either unlikely or very unlikely to recommend a career in policing to members of their community.
- Nearly half of respondents reported not increasing their level of public safety knowledge during the last three years.
- The majority of respondents were not aware of the online reporting tool and the online police background check application process.

#### Top Priorities and Concerns:

- The top five policing priorities were: crimes against property, traffic safety / enforcement, violent crimes, fraud and drug control / enforcement.
- The top three traffic concerns were: aggressive driving, distracted driving and speeding / racing
- The top three youth priorities were: bullying at school, gang activity and drug trafficking.
- The top seniors' priorities were: financial crime by strangers, emotional / psychological abuse by family / caregivers and institutional abuse.

For more details regarding the findings of the survey, please refer to Appendix B attached.

### **MEMBER SURVEY HIGHLIGHTS**

The survey that was distributed is attached in Appendix C.

During the months of March and April, the 2016 Member Survey was administered to gather important feedback from York Regional Police members regarding their job satisfaction, changes and improvements at York Regional Police, and the delivery of services in accordance with our priorities and objectives.

An electronic link to the survey and PDF document was emailed to all members by Chief Jolliffe. Respondents were given the option to complete the survey online or to complete it on the PDF hardcopy questionnaire provided to them and return it via interoffice mail. There were 960 surveys completed for a 44.9% percent response rate, a 10.6% increase from the 2013 Member Survey.

#### Key Positive Findings:

- Respondents most frequently mentioned that York Regional Police does well with: community engagement and relationship development; member support and benefits;

training, equipment and facilities; public appearance and reputation; and supporting and encouraging diversity and inclusivity.

- A majority of respondents (94.5%) felt York Regional Police had the trust and confidence of the public.
- Most (94.5%) respondents agreed or somewhat agreed that York Regional Police provides a high quality service to the residents of York Region.
- Most respondents (90.5%) felt that York Regional Police has built strong partnerships and is engaged with communities.
- Almost all respondents (93.3%) were proud to be a member of York Regional Police.
- Most respondents (90.8%) felt that they receive adequate guidance and direction to perform their job.

#### Opportunities for Improvement:

- Respondents most frequently mentioned that York Regional Police needs to continue to pay attention to ensuring: high quality recruits and promotions; effective organizational communication; strong employee morale; consistency in holding members accountable; and a high standard of operational excellence.
- Over half (51.3%) of respondents somewhat disagreed or disagreed that communication flows effectively across the organization.
- Approximately 41.7% of members somewhat disagreed or disagreed that members are held accountable for their job performance.
- Respondents top three ideas for improving the efficiency of our service delivery were to: review and streamline processes; improve the use/quality of technology; and realign resource allocation. A majority of respondents were also supportive of civilianization and the evaluation and redeployment of staff.

For more details regarding the findings of the survey, please refer to Appendix D attached for the full survey report.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:sp

Appendix A: 2016 Community Survey  
Appendix B: 2016 Community Survey Highlights Report  
Appendix C: 2016 Member Survey  
Appendix D: 2016 Member Survey Highlights Report

Accessible formats or communication supports are available upon request



# **Appendix A**

## **2016 York Regional Police Community Survey**



## YORK REGIONAL POLICE 2016 COMMUNITY SURVEY

York Regional Police would like feedback on policing and crime in your community. All responses are anonymous and confidential.

Please return the survey either by mail in the postage-paid envelope or by going online to [www.yrp.ca/CommunitySurvey](http://www.yrp.ca/CommunitySurvey) by April 4, 2016.

If you have questions please call 1-866-876-5423 ext. 2053 or email us at [survey@yrp.ca](mailto:survey@yrp.ca)

1. a) Overall, how satisfied are you with the service provided by York Regional Police?	Very satisfied	<input type="checkbox"/>
	Satisfied	<input type="checkbox"/>
	Dissatisfied	<input type="checkbox"/>
	Very dissatisfied	<input type="checkbox"/>
1. b) Would you say that, overall, you receive good value for your tax dollar in terms of policing services in York Region?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
1. c) How much confidence do you have in York Regional Police to keep your community safe?	A great deal of confidence	<input type="checkbox"/>
	Some confidence	<input type="checkbox"/>
	Not very much confidence	<input type="checkbox"/>
	No confidence at all	<input type="checkbox"/>
1. d) In the past three years, would you say that your level of confidence in York Regional Police has...	Increased	<input type="checkbox"/>
	Remained the same	<input type="checkbox"/>
	Decreased	<input type="checkbox"/>
1. e) Do you have any other comments about our service?		
<div></div>		

2. a) Which of the following best describes your most recent interaction with York Regional Police during the past three years (select only one response):

NO CONTACT <i>(Please skip to question 3)</i>	<input type="checkbox"/>	Administrative or customer service	<input type="checkbox"/>
Alarm Call	<input type="checkbox"/>	Community event or school program	<input type="checkbox"/>
False or accidental 9-1-1 call	<input type="checkbox"/>	General inquiry	<input type="checkbox"/>
Motor Vehicle Collision	<input type="checkbox"/>	Reported an incident	<input type="checkbox"/>
RIDE spot check	<input type="checkbox"/>	Traffic violation	<input type="checkbox"/>
Victim of a crime	<input type="checkbox"/>	Witness to a crime	<input type="checkbox"/>
Other (please specify):			<input type="checkbox"/>

2. b) Regarding your most recent interaction with York Regional Police, indicate your level of agreement with the following:

	Agree	Somewhat agree	Somewhat disagree	Disagree
I was treated fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was treated with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
York Regional Police members were courteous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
York Regional Police members cared about my situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
York Regional Police members were competent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. c) If you were a victim and/or witness of a crime in the last three years, did you report this crime to police?

Yes <i>(Please skip to question 3)</i>	<input type="checkbox"/>
No	<input type="checkbox"/>

2. d) Please tell us why you did NOT report the crime.

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2. e) What was the crime you did NOT report?

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If you would like to report a crime, please refer to the following crime reporting options:

- Emergencies call 9-1-1
- Non-emergencies call 1-866-876-5423
- Online reporting <https://onlinereporting.yrp.ca/start-report.html>
- Report in person at your local police district ([www.yrp.ca](http://www.yrp.ca) for locations and contact information)

3. a) Are you aware that some types of incidents, such as damage to vehicle (not from a motor vehicle collision), theft under \$10,000, identity theft, fraud, lost property, mischief and damage to property can be reported online?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>

3. b) If you have used the online reporting tool, would you say it is an effective method for reporting a crime?	Very effective	<input type="checkbox"/>
	Effective	<input type="checkbox"/>
	Only somewhat effective	<input type="checkbox"/>
	Not effective	<input type="checkbox"/>
	I have not used it	<input type="checkbox"/>

3. c) Would you like to be able to report other crimes on yrp.ca using our online reporting tool?			
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Explain here:			

4. a) Are you aware that members of the public can apply online for Police Background Checks, including Police Criminal Records Checks, Police Information Checks and Police Vulnerable Sector Checks?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>

4. b) If you have applied online for a Police Background Check, how likely would you use this tool again?	Extremely likely	<input type="checkbox"/>
	Likely	<input type="checkbox"/>
	Unlikely	<input type="checkbox"/>
	Extremely unlikely	<input type="checkbox"/>
	I have not used it	<input type="checkbox"/>

4. c) Do you have any other comments about applying for Police Background Checks online?



5. a) During the last three years, do you feel that your level of knowledge on public safety has increased?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>

5. b) How do you currently receive information from York Regional Police, such as public safety messages, police programs and services? (Select all that apply):

Ad on public transit	<input type="checkbox"/>	Community meetings	<input type="checkbox"/>	Facebook	<input type="checkbox"/>
Media releases	<input type="checkbox"/>	Newspaper	<input type="checkbox"/>	Radio	<input type="checkbox"/>
Television	<input type="checkbox"/>	Twitter	<input type="checkbox"/>	Word of mouth	<input type="checkbox"/>
YRP.ca (website)	<input type="checkbox"/>	YouTube	<input type="checkbox"/>	Other (please specify):	<input type="checkbox"/>

5. c) How would you like to receive information from York Regional Police? (Select all that apply):

Ad on public transit	<input type="checkbox"/>	Community meetings	<input type="checkbox"/>	Facebook	<input type="checkbox"/>
Media releases	<input type="checkbox"/>	Newspaper	<input type="checkbox"/>	Radio	<input type="checkbox"/>
Television	<input type="checkbox"/>	Twitter	<input type="checkbox"/>	Word of mouth	<input type="checkbox"/>
YRP.ca (website)	<input type="checkbox"/>	YouTube	<input type="checkbox"/>	Other (please specify):	<input type="checkbox"/>

6. a) How safe do you feel in your community?	Very safe	<input type="checkbox"/>
	Reasonably safe	<input type="checkbox"/>
	A little unsafe	<input type="checkbox"/>
	Very unsafe	<input type="checkbox"/>

6. b) During the last three years, do you think that crime in your neighbourhood has...	Increased	<input type="checkbox"/>
	Remained the same	<input type="checkbox"/>
	Decreased	<input type="checkbox"/>

7. During the past 12 months, how often have you seen the police on patrol in your community? <i>Patrol includes officers in police cruisers, on foot, on bicycles, on motorcycles, snowmobiles, ATVs and boats</i>	More often	<input type="checkbox"/>
	About the same	<input type="checkbox"/>
	Less often	<input type="checkbox"/>
	Not at all	<input type="checkbox"/>

8. How likely is it that you would recommend a career in policing to members in your community?	Very likely	<input type="checkbox"/>
	Likely	<input type="checkbox"/>
	Unlikely	<input type="checkbox"/>
	Very unlikely	<input type="checkbox"/>

9. a) Please select your top five (5) priorities for policing in your community:

Auto theft	<input type="checkbox"/>	Child exploitation (child abuse, child pornography)	<input type="checkbox"/>	Crime prevention awareness	<input type="checkbox"/>
Crimes against property (break & enter, theft, vandalism)	<input type="checkbox"/>	Crimes against seniors	<input type="checkbox"/>	Disorderly public behaviour	<input type="checkbox"/>
Domestic violence	<input type="checkbox"/>	Drug control / enforcement	<input type="checkbox"/>	Emergency preparedness	<input type="checkbox"/>
Extremism / terrorism	<input type="checkbox"/>	Fraud (email and phone scams, identity theft)	<input type="checkbox"/>	Guns and gangs	<input type="checkbox"/>
Hate crime	<input type="checkbox"/>	Human trafficking	<input type="checkbox"/>	Organized crime	<input type="checkbox"/>
Police and youth engagement	<input type="checkbox"/>	Traffic safety / enforcement	<input type="checkbox"/>	Violent crimes (homicide, robbery, assault)	<input type="checkbox"/>
Youth concerns (online bullying, sexting)	<input type="checkbox"/>	Other (please explain):			<input type="checkbox"/>

9. b) Please select your top three (3) traffic safety concerns in your community:

Aggressive driving	<input type="checkbox"/>	Bicycle safety	<input type="checkbox"/>	Disobey signs & signals	<input type="checkbox"/>
Distracted driving	<input type="checkbox"/>	Heavy truck safety	<input type="checkbox"/>	Impaired driving	<input type="checkbox"/>
Pedestrian safety	<input type="checkbox"/>	School bus / school crossing	<input type="checkbox"/>	School zone speeding	<input type="checkbox"/>
Seatbelts / child restraint violations	<input type="checkbox"/>	Speeding / racing	<input type="checkbox"/>	Other (please explain):	<input type="checkbox"/>

9. c) When engaging with youth, what three (3) priorities should York Regional Police focus on:

Bullying at school	<input type="checkbox"/>	Child pornography	<input type="checkbox"/>	Drug selling	<input type="checkbox"/>
Gang activity	<input type="checkbox"/>	Internet predators	<input type="checkbox"/>	Loitering	<input type="checkbox"/>
Online bullying	<input type="checkbox"/>	Racism / hate crime	<input type="checkbox"/>	Sexting	<input type="checkbox"/>
Substance abuse – alcohol	<input type="checkbox"/>	Substance abuse – drugs (illegal, prescription)	<input type="checkbox"/>	Vandalism / graffiti	<input type="checkbox"/>
Violence at home	<input type="checkbox"/>	Violence at school	<input type="checkbox"/>	Other (please explain):	<input type="checkbox"/>

9. d) When engaging with seniors, what three (3) priorities should York Regional Police focus on:

Emotional / psychological abuse by family / caregiver	<input type="checkbox"/>	Financial crime by strangers (fraud schemes, romance scams)	<input type="checkbox"/>	Financial exploitation by family / caregiver (power of attorney)	<input type="checkbox"/>
Institutional abuse (by facility and staff)	<input type="checkbox"/>	Neglect by family / caregiver	<input type="checkbox"/>	Physical abuse by family / caregiver	<input type="checkbox"/>
Risk of wandering (Alzheimer's, dementia)	<input type="checkbox"/>	Sexual abuse by family / caregiver	<input type="checkbox"/>	Other (please explain):	<input type="checkbox"/>

10. Please indicate your level of agreement with the following statements; and select how important the statements are to you:

	Agreement	Importance
York Regional Police have good knowledge of community issues and concerns.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
York Regional Police is meeting the changing needs of York Region.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
York Regional Police reflects our diverse communities.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
The community has opportunities for input into policing priorities.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
York Regional Police is committed to building strong partnerships with the community.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
York Regional Police makes considerable efforts to educate the public about policing and safety issues.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
York Regional Police uses its authority and use of force options appropriately.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
York Regional Police has the trust of the public.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
I am comfortable talking with any York Regional Police officer.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>
I am proud of the police in this community.	Agree <input type="checkbox"/> Somewhat agree <input type="checkbox"/> Somewhat disagree <input type="checkbox"/> Disagree <input type="checkbox"/>	Very important <input type="checkbox"/> Important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all important <input type="checkbox"/>

11. Do you have any other comments?

12. a) Where do you live?

Aurora	<input type="checkbox"/>	King	<input type="checkbox"/>	Richmond Hill	<input type="checkbox"/>
East Gwillimbury	<input type="checkbox"/>	Markham	<input type="checkbox"/>	Vaughan	<input type="checkbox"/>
Georgina	<input type="checkbox"/>	Newmarket	<input type="checkbox"/>	Whitchurch-Stouffville	<input type="checkbox"/>
Other:					<input type="checkbox"/>

12. b) How long have you lived in York Region?

Less than a year	<input type="checkbox"/>	6 to 10 years	<input type="checkbox"/>	Over 20 years	<input type="checkbox"/>
1 to 5 years	<input type="checkbox"/>	11 to 20 years	<input type="checkbox"/>		

12. c) Gender:

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>
Transgender	<input type="checkbox"/>
Other	<input type="checkbox"/>
Prefer not to disclose	<input type="checkbox"/>

12. d) Age:

Under 20 years	<input type="checkbox"/>	20 – 29	<input type="checkbox"/>	30 – 39	<input type="checkbox"/>	40 - 49	<input type="checkbox"/>
50 - 59	<input type="checkbox"/>	60 – 69	<input type="checkbox"/>	70 - 79	<input type="checkbox"/>	80 + years	<input type="checkbox"/>

12. e) What language is spoken most often in your home?

Cantonese	<input type="checkbox"/>	Chinese	<input type="checkbox"/>	English	<input type="checkbox"/>
French	<input type="checkbox"/>	Italian	<input type="checkbox"/>	Korean	<input type="checkbox"/>
Mandarin	<input type="checkbox"/>	Persian / Farsi	<input type="checkbox"/>	Punjabi	<input type="checkbox"/>
Russian	<input type="checkbox"/>	Spanish	<input type="checkbox"/>	Tamil	<input type="checkbox"/>
Urdu	<input type="checkbox"/>	Vietnamese	<input type="checkbox"/>	Other (Please specify):	<input type="checkbox"/>

Thank you for your participation in this survey.

Please return this completed survey in the envelope provided, by April 4, 2016.  
No postage stamp is required.

If you have lost the original envelope, please mail the completed survey to:  
**Planning, Research and Evaluation Unit, York Regional Police**  
47 Don Hillock Drive,  
Aurora, ON L4G 0S7

Alternatively, you can fill the survey out online at:

**[yrp.ca/CommunitySurvey](http://yrp.ca/CommunitySurvey)**



For more information on York Regional Police, visit [yrp.ca](http://yrp.ca)





# **Appendix B:**

## **2016 York Regional Police Community Survey Highlights**

**Prepared by Planning, Research and Evaluation Unit**



## EXECUTIVE SUMMARY *and* METHODOLOGY

- The purpose of the 2016 Community Survey was to gain important feedback from members of the community in York Region.
- The survey was conducted to gather information from York Region residents regarding:
  - satisfaction and confidence in York Regional Police
  - their needs, experiences and priorities
  - level of concern for crime affecting their community
  - feedback on their recent contact with York Regional Police
- Results of the Community Survey will be used to inform the development of the York Regional Police 2017-2019 Business Plan.

94.4% Satisfaction Rate  
◆◆◆

89% feel they receive good value for their tax dollar  
◆◆◆

95.8% have confidence in York Regional Police  
◆◆◆

Over 90% agreed or somewhat agreed that York Regional Police were courteous, respectful, competent and fair  
◆◆◆

94.3% feel very safe or reasonably safe in their community

### *Methodology*

- There were 12,000 surveys sent to randomly selected addresses across York Region. Seventy surveys were not delivered or returned to sender. There were 2,904 surveys completed resulting in a response rate of 24.3%, which is similar to the 2,880 surveys completed in 2013.
- The 2016 Community Survey used the same methodology as in 2013 but a number of questions have changed. Where possible, comparisons between the 2013 and 2016 surveys have been made.
- A stratified sampling approach was used in order to attempt to create a representative sample from each of the nine municipalities.
- A letter from the Chief of Police was mailed on March 1, 2016, with the survey and a postage-paid return envelope. On March 14, 2016, a follow-up reminder postcard was sent out. The deadline to respond to the survey was April 18, 2016.
- Respondents could complete the survey by hard copy or online through a link provided. This was the second time the online option was made available. 21.3% of respondents utilized the online version, which was down slightly (23.5%) from 2013.
- The survey results for York Region as a whole are statistically significant 95% of the time with a margin of error of  $\pm 1.8\%$ . Due to the level of responses received, statistical significance was not achieved at the municipal level.





## RECOMMENDATIONS

### *Priorities and Suggestions*

- Top five policing priorities:
  1. Crimes against property
  2. Traffic safety / enforcement
  3. Violent crimes
  4. Fraud
  5. Drug control / enforcement
- Top three traffic safety concerns:
  1. Aggressive driving
  2. Distracted driving
  3. Speeding / racing
- Top three youth priorities:
  1. Bullying at school
  2. Gang activity
  3. Drug selling
- Top three seniors priorities:
  1. Financial crime by strangers
  2. Emotional / psychological abuse by family / caregiver
  3. Institutional abuse
- Other frequently mentioned comments and suggestions related to:
  - Increase police visibility in community
  - Ensuring professionalism and accountability
  - Prioritizing community outreach and communication about policing programs
  - Greater focus on police work and fighting crime
  - Traffic concerns (speeding, distracted driving)

### *Opportunities for Improvement*

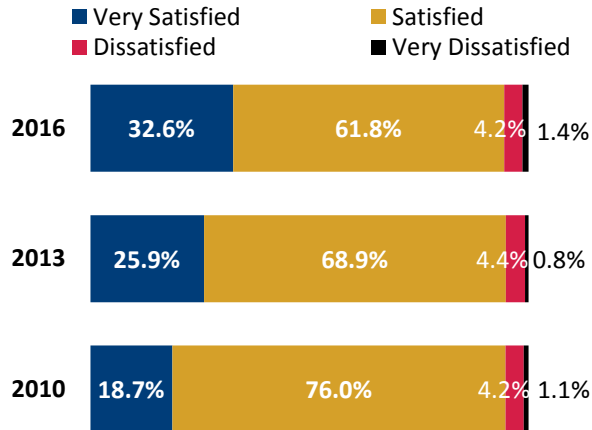
- Police visibility and perception of safety has slightly decreased in comparison to the 2013 Community Survey.
- Over 30% of respondents are either unlikely or very unlikely to recommend a career in policing to members in their community.
- Need to continue campaigns on public safety since nearly half of respondents reported not increasing their level of public safety knowledge during the last three years.
  - Preferred sources of information: television, newspaper, media releases, radio
  - Close to 20% would like to receive information via social media and online.
- Majority of respondents are not aware of the Online Reporting tool and the online police background check application process.
- Respondents would like consideration to increasing attention on:
  - appropriate use of authority and use of force options
  - meeting the changing needs of York Region

#### *Themes*

- Public safety
- Police visibility
- Community engagement and outreach
- Traffic concerns / distracted driving

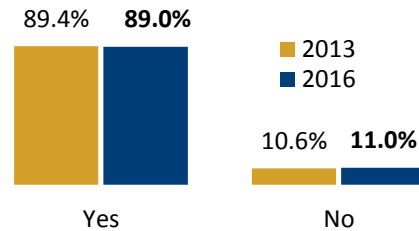
## LEVEL OF SATISFACTION *and* CONFIDENCE

### Overall Satisfaction

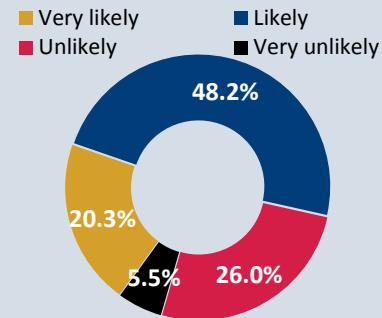


- 94.4% of respondents are very satisfied or satisfied with the service provided by York Regional Police.
- The 2013 and 2010 Community Surveys had similar satisfaction levels (94.8% and 94.7% respectively).
- However, more respondents gave a higher rating of satisfaction in 2016 (32.6%), in comparison to 25.9% and 18.7% in 2013 and 2010 respectively.

### Value for Tax Dollar



- 89% of respondents feel they receive good value for their tax dollar in terms of policing in York Region, which is nearly the same response as in the 2013 Community Survey.



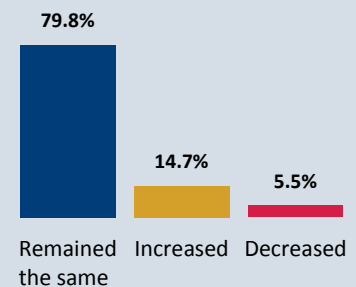
- Close to 70% of respondents are very likely or likely to recommend a career in policing to members in their community.

### Confidence in York Regional Police

- Over 95% of respondents have confidence in York Regional Police.
- A majority of respondents indicated that their level of confidence has remained the same in the past three years.



### Level of confidence has...





## POLICE INTERACTIONS *and* CRIME REPORTING

### *Police Interactions*

- 42.3% of respondents have not had any interactions with York Regional Police in the last three years.
- Of those who have had contact, the most frequent types of interactions are:
  - Traffic violation
  - Reported an incident
  - Motor vehicle collision
  - RIDE spot check
  - Administrative or customer service
- These are the same five most frequent types of interactions reported in 2013.

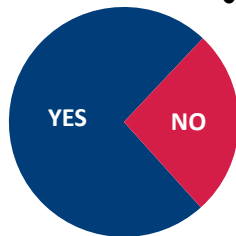
### *How did we do?*

- Agree
- Somewhat agree
- Somewhat disagree
- Disagree

Competent	74.0%	17.8%		
Caring	64.9%	21.0%		
Courteous	78.2%	14.7%		
Respectful	80.9%	12.6%		
Fair	80.0%	11.5%		

- Highest rated statements about personal interactions with York Regional Police were that the member was:
  - Respectful
  - Courteous
  - Competent

### *Did you report the crime?*



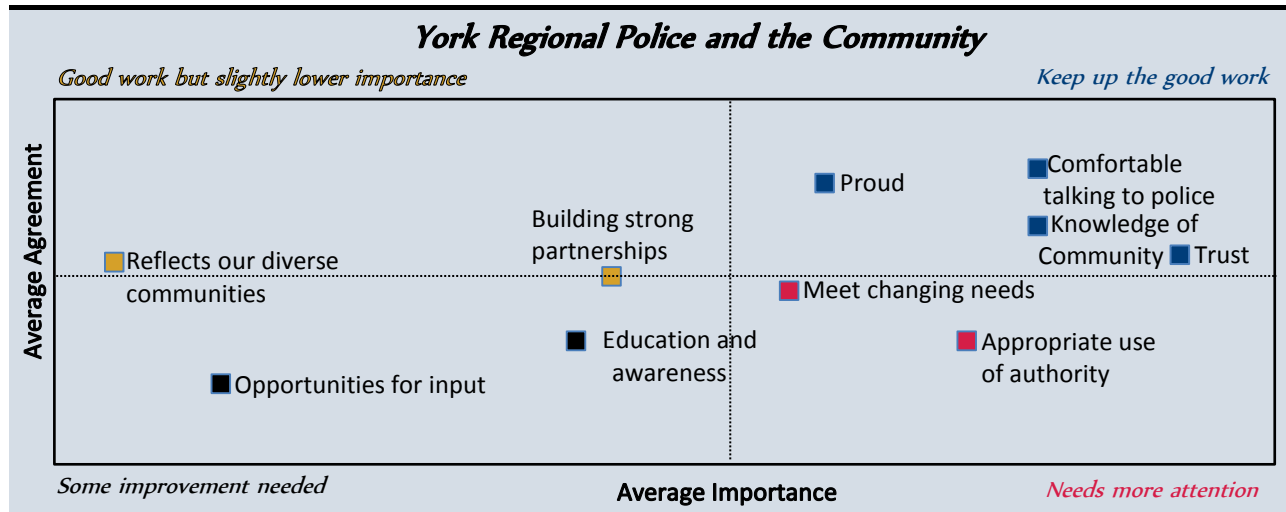
- Of the respondents who identified they were a victim and/or witness of a crime in the last three years, 73.7% reported it to police.

- The top reasons why 26.3% did not report the crime to police were:
  - Crime was minor or not important enough
  - Police could not do anything about it
  - Dealt with it in another way
- Respondents most commonly stated that they had not reported vehicle break-ins, traffic violations, property damage, thefts and fraud.

## COMMENTS

- The most frequent comments were related to:
  - Giving thanks and support to York Regional Police
  - Asking for more police visibility and patrols in their neighbourhood
  - Traffic safety concerns, including speeding and distracted driving
- These were also the most common comments in the 2013 and the 2010 Community Survey.

## COMMUNITY IMPACT

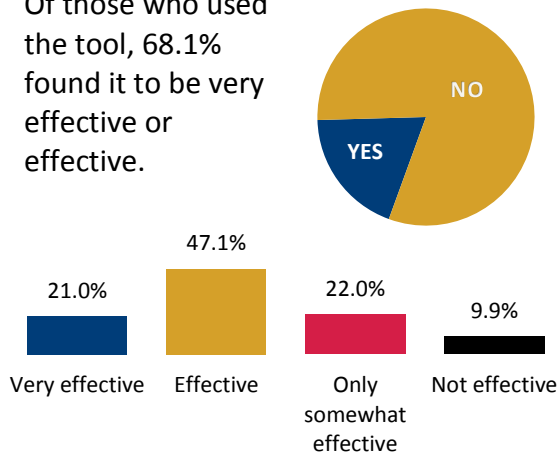


- Respondents were asked to indicate their level of agreement and importance for the 10 statements about York Regional Police and the community plotted on the matrix above.
- Using a 10 point scale, each statement was plotted within one of the four quadrants:
  - **Keep up the good work** (higher level of agreement and importance)
  - **Good work but slightly lower importance** (higher level of agreement/lower level of importance)
  - **Some improvement needed** (lower level of agreement and importance)
  - **Needs more attention** (lower level of agreement/higher level of importance)
- Please note that all 10 statements received positive feedback:
  - over 80% of respondents agree or somewhat agree with all of the statements above
  - over 85% of respondents feel that all of the statements were either very important or important
- While respondents generally agree that York Regional Police is *reflecting our diverse communities* and *building strong partnerships*, they feel that greater attention should be placed on *meeting changing needs of York Region* and *ensuring appropriate use of authority and use of force options*.
- An overwhelming majority of respondents (over 90%) gave the following statements higher levels of agreement and importance:
  - York Regional Police has the **trust** of the public (92.6% agreement; 98.9% importance)
  - I am **comfortable** talking with any York Regional Police officer (93.7% agreement; 97.1% importance)
  - I am **proud** of the police in this community (95.3% agreement; 95.2% importance)
  - York Regional Police have good **knowledge** of community issues and concerns (95.5% agreement; 98.4% importance)
- *Opportunities for input* and *efforts to educate the public* were identified as needing some improvement but are not considered as important as the other statements.

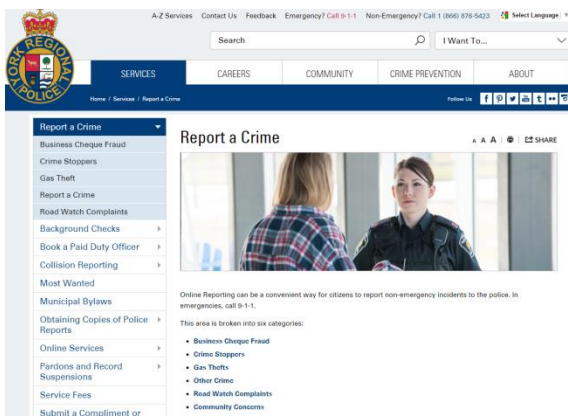
## ONLINE REPORTING *and* POLICE BACKGROUND CHECKS

### *Awareness of Online Reporting*

- 19.1% of respondents were aware of Online Reporting; and less than 15% used the tool.
- Of those who used the tool, 68.1% found it to be very effective or effective.

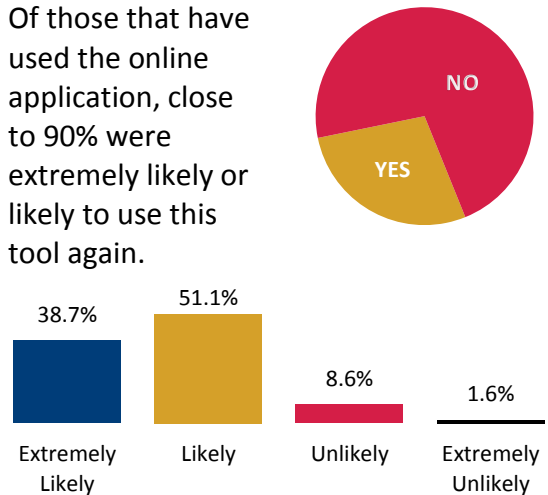


- Over 60% of respondents would like to be able to report other crimes using this tool.
- Many respondents commented on its convenience.
- A number of respondents also stated that they would like the ability to report all crimes using this tool, including traffic violations and non-emergency incidents.
- Others indicated that they prefer direct contact and would not use this tool because of limited or no access to the internet.

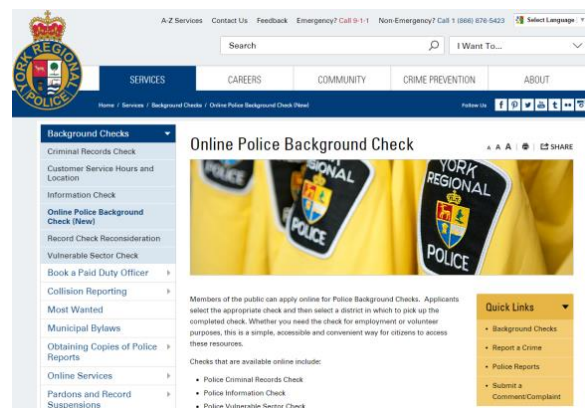


### *Police Background Checks*

- 27.9% of respondents were aware they can apply online for police background checks; and close to 21% have already applied online.
- Of those that have used the online application, close to 90% were extremely likely or likely to use this tool again.



- Many respondents commented on the convenience of the online application process for police background checks.
- A number of respondents stated they wanted more information about the online application.
- Others raised security and privacy concerns with the online application process.



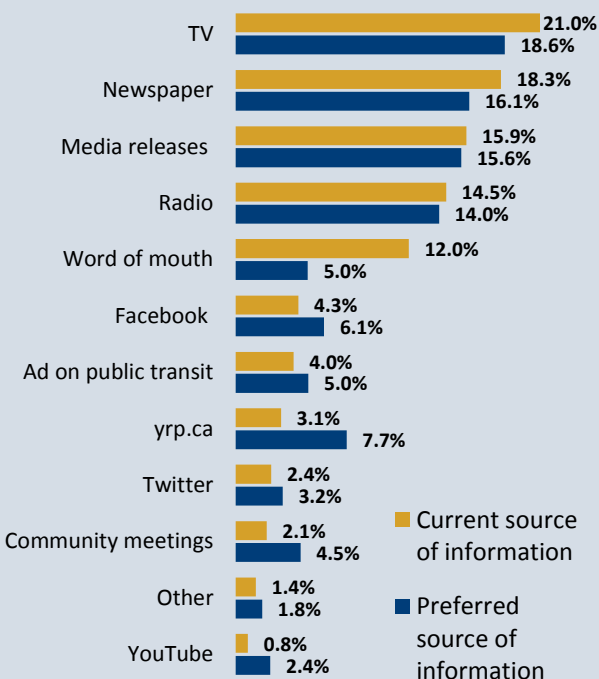


## COMMUNICATION *and* POLICE VISIBILITY

### *Public Safety Awareness*

- During the past three years, York Regional Police has advanced its communication strategy to provide public safety messaging and key policing information to the community.
- Just over half of the respondents (50.4%) feel that their level of public safety knowledge during the last three years has increased.

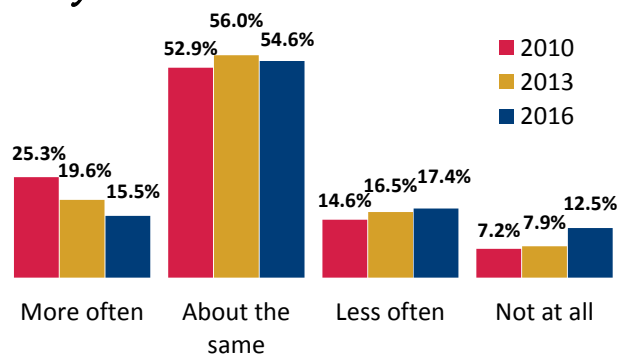
### *Public Safety Communication*



- Respondents were asked to identify how they **currently** receive information and how they **would like** to receive information from York Regional Police, such as public safety messages, police programs and services.
- Respondents indicated that their current and preferred sources of information received from York Regional Police were:
  - Television
  - Newspaper
  - Media releases
  - Radio
- Just over 10% of respondents currently receive information from York Regional Police via social media and online (not including media releases).
- However, close to 20% would like to receive information via social media and online.

### *Police Visibility*

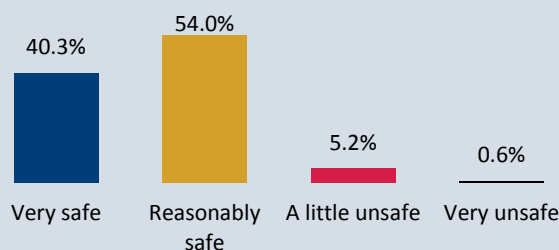
- During the past 12 months, 54.6% of respondents indicated that they had seen police on patrol in their community about the same amount of time, which is a slight decrease from 2013 (56.0%).
- Close to a 5% increase from 2013 was seen in the number of respondents who had not seen any police at all on patrol in their community.



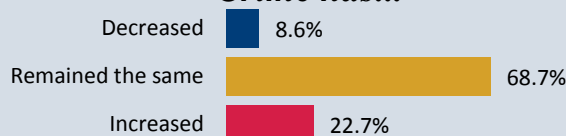
# COMMUNITY SAFETY *and* POLICE PRIORITIES

- Close to 95% of respondents stated that they feel very safe or reasonably safe in their community.
- A majority of respondents indicated that they felt crime in their neighbourhood had remained the same in the past three years.
- While the safety-related questions in the 2013 Community Survey were a little different, perception of safety has slightly decreased since 2013 (where 98% felt York Region was a safe place to live).

## How safe do you feel?



## Crime has...



### Top Policing Priorities

1. Crimes against property
2. Traffic safety/enforcement
3. Violent crimes
4. Fraud
5. Drug control/enforcement

- Crimes against property was the top priority for policing in the community in both 2010 and 2013.
- Fraud jumped in ranking from 17<sup>th</sup> in 2013 to 4<sup>th</sup> in 2016.
- Traffic safety/enforcement rose from 5<sup>th</sup> place in 2013 to 2<sup>nd</sup> in 2016.
- Guns and gangs dropped in ranking from 3<sup>rd</sup> in 2013 to 9<sup>th</sup> in 2016.

### Traffic Safety

1. Aggressive driving
2. Distracted driving
3. Speeding / racing

- Aggressive driving was the top traffic safety concern in both 2010 and 2013.
- Distracted driving moved up in ranking from 3<sup>rd</sup> in 2013 to 2<sup>nd</sup> in 2016.

### Youth Priorities

1. Bullying at school
2. Gang activity
3. Drug selling

- Bullying was also the top youth concern in 2013.
- Gang activity moved up in ranking from 3<sup>rd</sup> place to 2<sup>nd</sup> in 2016.

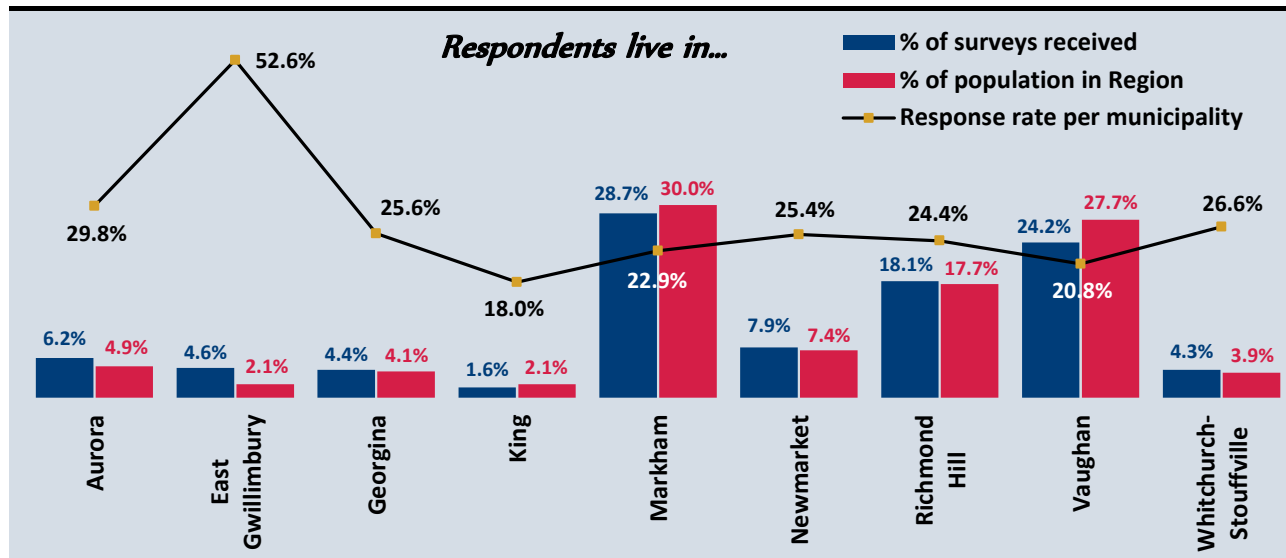
### Seniors Priorities

1. Financial crime by strangers (fraud schemes, romance scams)
2. Emotional / psychological abuse by family / caregiver
3. Institutional abuse

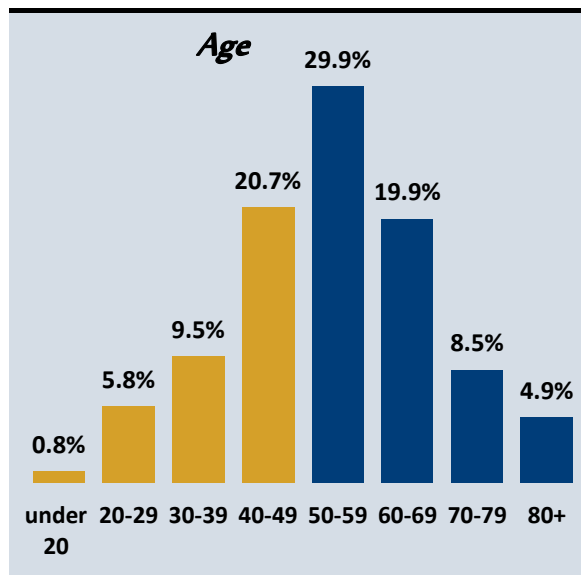
*\*This question was not in the 2013 Community Survey*



## RESPONDENT PROFILE



- Percentage of returned surveys per municipality closely matches the population composition of York Region (see chart above).
- Of note, East Gwillimbury and Aurora had the highest response rates at 52.6% and 29.8% respectively, which was well above the overall response rate of 24.3%.
- Of those who responded, 50% were male, 47.3% were female.
- The majority of respondents have lived in York Region for a long period of time, with 44.7% having lived in York Region for over 20 years, followed by 24.5% that have lived in the Region for 11-20 years.



### Language

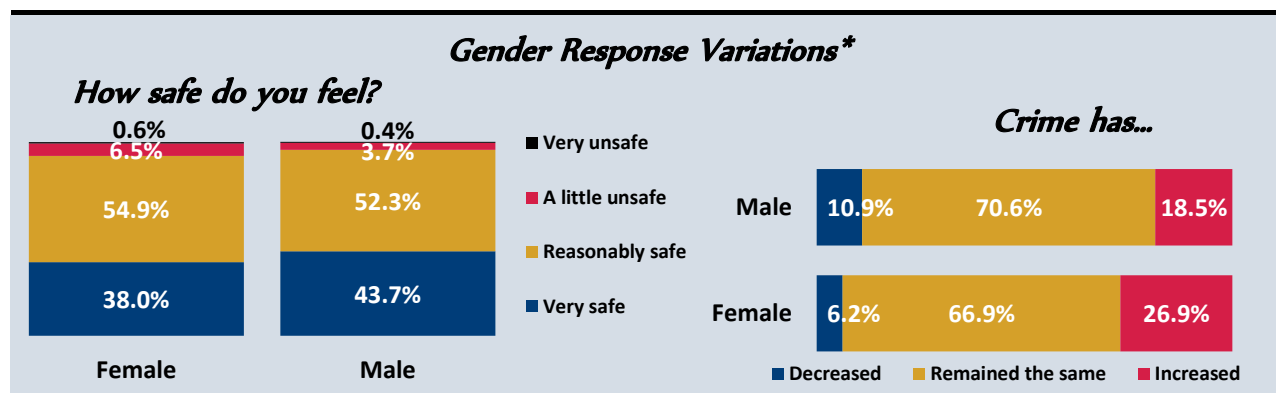
1. English (61.4%)
2. Chinese\* (19.1%)
3. Italian (3.5%)
4. Russian (2.7%)
5. Farsi (Persian) (2.1%)
6. Tamil
7. Spanish
8. French
9. Urdu
10. Filipino / Tagalog

\*Including Mandarin and Cantonese

- 61.4% of respondents spoke English most often, which is an 8% drop from 2013.
- Chinese accounted for 19.1% of respondents, which is a 4.3% increase from 2013.
- All other languages on the list saw a small increase in number of respondents from 2013.



## Demographic Variations



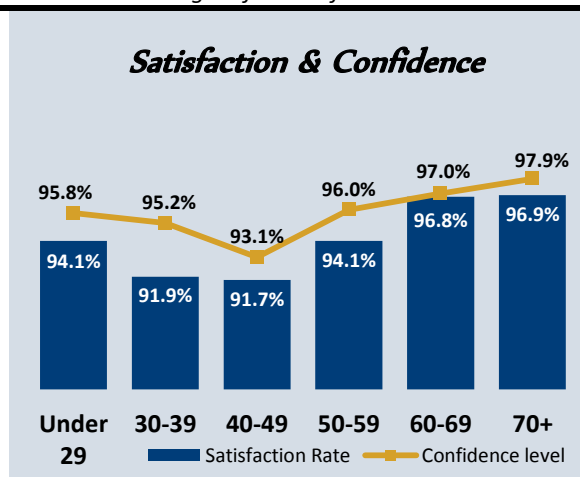
- Overall satisfaction of York Regional Police was fairly consistent among male and female respondents.
- Male respondents had a slightly higher level of confidence in comparison to female respondents.
- Male respondents also had a slightly greater perception of safety in comparison to female respondents.
- Top five policing priorities differed among female respondents who identified **fraud** and **child exploitation** with greater importance.
- Top three traffic safety concerns slightly differed among male respondents who identified **disobey signs & signals** as the third top concern.
- Top three youth priorities slightly differed among female respondents who identified **internet predators** as a priority, placing it 2<sup>nd</sup> in ranking above gang activity.
- Top three seniors priorities did not differ among female and male respondents.

\*The survey results for males are statistically significant 95% of the time with a margin of error of  $\pm 2.6\%$ ; the survey results for females are statistically significant 95% of the time with a margin of error of  $\pm 2.7\%$

### Age Response Variations\*

- Satisfaction rate and confidence levels were highest among those respondents that were over 60 years of age; the lowest was for those between 30 and 49 years of age.
- The majority of respondents among all age categories indicated they felt either very safe or reasonably safe in their community.

\*Note that statistical significance cannot be achieved when breaking down the age category.





### ***Police Priorities by Age Category***

- Top five priorities differed throughout each age category. The most notable differences were:
  - Respondents 29 years of age and under identified **youth concerns** with greater importance.
  - Respondents 60 and older identified **crimes against seniors** as a priority.
  - **Child exploitation** was ranked 3<sup>rd</sup> for respondents who are 30 to 39 years of age.
- **Aggressive driving** and **distracted driving** were consistently the top two traffic safety concerns in all age categories. The third concern was either **disobey signs & signals** or **speeding**.
- Top three youth issues slightly differed among all age categories.
  - **Bullying at school, gang activity** and **drug selling** were the top youth priorities by respondents 50 years of age and older.
  - Respondents 39 years of age and under identified **bullying at school, online bullying** and **substance abuse – drugs** as priorities.
  - **Bullying at school, drug selling** and **internet predators** were identified as top priorities for respondents aged 40 to 49.
- Top three seniors priorities were generally consistent among all age categories, particularly those respondents aged 30 to 69. The most notable differences were:
  - Respondents 29 years of age and under identified **neglect by family / caregiver** with greater importance.
  - **Risk of wandering** was identified as a top priority by respondents 70 years of age and older.



## **Appendix C**

# **2016 York Regional Police Member Survey**



## YORK REGIONAL POLICE 2016 MEMBER SURVEY

This year York Regional Police is developing the 2017-2019 Business Plan, which will guide the organization over the next three years. As part of this process, the Planning, Research & Evaluation Unit has developed the 2016 Member Survey. This survey is completely anonymous and confidential. No identifying personal information will be collected.

This is your opportunity to speak up and make your opinion count!

If you have questions please contact Andrew Sansalone, ext. 7724 or Jennifer Gotlieb, ext. 2052.

1. a) York Regional Police has the trust and confidence of the public.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>

1. b) What can we do to continue to build the trust and confidence of the public?

2. York Regional Police provides a high quality service to the residents of York Region.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>

3. It is important for me to be aware of the issues affecting the communities we serve.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>

4. York Regional Police is proactive in responding to the growth and change in York Region.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>
5. a) York Regional Police is building stronger partnerships and engaging with the communities we serve.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>
5. b) How important is it to you that York Regional Police builds strong partnerships and engages with communities?	Very Important	<input type="checkbox"/>
	Important	<input type="checkbox"/>
	Slightly Important	<input type="checkbox"/>
	Not at all Important	<input type="checkbox"/>
6. How important is it to you that York Regional Police members reflect the diversity of our communities.	Very Important	<input type="checkbox"/>
	Important	<input type="checkbox"/>
	Slightly Important	<input type="checkbox"/>
	Not at All Important	<input type="checkbox"/>
7. a) Does York Regional Police set clear organizational priorities for the future in the Business Plan?	Very Clear	<input type="checkbox"/>
	Somewhat Clear	<input type="checkbox"/>
	Somewhat Unclear	<input type="checkbox"/>
	Very Unclear	<input type="checkbox"/>
7. b) How important is it to you to know what these priorities are?	Very Important	<input type="checkbox"/>
	Important	<input type="checkbox"/>
	Slightly Important	<input type="checkbox"/>
	Not at All Important	<input type="checkbox"/>

8. Essential information flows effectively:

	Agree	Somewhat Agree	Somewhat Disagree	Disagree
From your direct supervisor to you				
From you to your direct supervisor				
From staff to senior officers / managers				
From senior officers / managers to staff				
Across the organization (between units)				

9. a) How supportive are you of the following initiatives to find efficiencies at York Regional Police?

	Very Supportive	Somewhat Supportive	Unsupportive	Very Unsupportive
Civilianization of positions that do not require use of force				
Evaluation and redeployment of staff				
Contract out or privatization of additional services				
Review and streamline processes				

9. b) Do you have any other ideas to find efficiencies in how we deliver our services?

10. York Regional Police needs to continue to find alternative ways to deliver efficient services.

Agree	<input type="checkbox"/>
Somewhat Agree	<input type="checkbox"/>
Somewhat Disagree	<input type="checkbox"/>
Disagree	<input type="checkbox"/>

11. Please indicate the technologies or processes that have:

a) Improved your work efficiency	
b) Reduced your work efficiency	

12. What are the top three:

a) Crime concerns or issues that York Regional Police will face in the next three years?	
b) Policing or social issues that York Regional Police will face in the next three years?	

13. I enjoy the work that I do.

Agree	<input type="checkbox"/>
Somewhat Agree	<input type="checkbox"/>
Somewhat Disagree	<input type="checkbox"/>
Disagree	<input type="checkbox"/>

14. I am proud to be a member of York Regional Police.

Agree	<input type="checkbox"/>
Somewhat Agree	<input type="checkbox"/>
Somewhat Disagree	<input type="checkbox"/>
Disagree	<input type="checkbox"/>

15. My attitude at work is:

Positive	<input type="checkbox"/>
Somewhat Positive	<input type="checkbox"/>
Somewhat Negative	<input type="checkbox"/>
Negative	<input type="checkbox"/>

16. I receive adequate guidance and direction to perform my job.

Agree	<input type="checkbox"/>
Somewhat Agree	<input type="checkbox"/>
Somewhat Disagree	<input type="checkbox"/>
Disagree	<input type="checkbox"/>

17. I feel my contribution to York Regional Police is valued by my direct supervisor.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>

18. My suggestions and feedback are given meaningful consideration.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>

19. York Regional Police recognizes the importance of employee health and wellness.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>

20. How likely are you to utilize the services of the Peer Support Team?	Likely	<input type="checkbox"/>
	Somewhat Likely	<input type="checkbox"/>
	Somewhat Unlikely	<input type="checkbox"/>
	Unlikely	<input type="checkbox"/>

21. The York Regional Police work environment is equitable and inclusive.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>

22. a) Are you aware of the York Regional Police Internal Support Networks (ISNs)?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>

22. b) Do you understand the purpose of the York Regional Police Internal Support Networks (ISNs)?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>



23. I am treated with courtesy and respect in the workplace.	Agree	<input type="checkbox"/>		
	Somewhat Agree	<input type="checkbox"/>		
	Somewhat Disagree	<input type="checkbox"/>		
	Disagree	<input type="checkbox"/>		
24. I am confident that workplace behaviour concerns I raise will be properly addressed.	Agree	<input type="checkbox"/>		
	Somewhat Agree	<input type="checkbox"/>		
	Somewhat Disagree	<input type="checkbox"/>		
	Disagree	<input type="checkbox"/>		
25. I receive meaningful feedback on my work performance.	Agree	<input type="checkbox"/>		
	Somewhat Agree	<input type="checkbox"/>		
	Somewhat Disagree	<input type="checkbox"/>		
	Disagree	<input type="checkbox"/>		
26. Members are held accountable for their job performance.	Agree	<input type="checkbox"/>		
	Somewhat Agree	<input type="checkbox"/>		
	Somewhat Disagree	<input type="checkbox"/>		
	Disagree	<input type="checkbox"/>		
27. There are sufficient learning opportunities in my role/position.	Agree	<input type="checkbox"/>		
	Somewhat Agree	<input type="checkbox"/>		
	Somewhat Disagree	<input type="checkbox"/>		
	Disagree	<input type="checkbox"/>		
28. The stress in my:				
	Agree	Somewhat Agree	Somewhat Disagree	Disagree
a) personal life affects my work performance				
b) workplace affects my personal life				

29. a) York Regional Police members are held accountable for living the values of the organization.	Agree	<input type="checkbox"/>
	Somewhat Agree	<input type="checkbox"/>
	Somewhat Disagree	<input type="checkbox"/>
	Disagree	<input type="checkbox"/>

29. b) How important is this to you?	Very Important	<input type="checkbox"/>
	Important	<input type="checkbox"/>
	Slightly Important	<input type="checkbox"/>
	Not at all Important	<input type="checkbox"/>

30. What are the top three things York Regional Police does well?

31. What are the top three things York Regional Police need to improve?

32. What are the three biggest internal pressures at York Regional Police? (number one to three, with one being the biggest pressure)					
Budget		Health and Wellness		Absenteeism/Sick time	
Staffing		Recruitment		Accommodations	
Future Retirements		Disengaged/Disinterested Members		Succession Planning	
Other (please specify):					

33. Do negative views of policing in the media impact your job performance?	Major Impact	<input type="checkbox"/>
	Moderate Impact	<input type="checkbox"/>
	Minor Impact	<input type="checkbox"/>
	No Impact	<input type="checkbox"/>



## Background Information

38. Where do you CURRENTLY work within the organization?

<p>*District includes Patrol, COR, CIB and Marine</p> <p><input type="checkbox"/> 1 District*</p> <p><input type="checkbox"/> 2 District *</p> <p><input type="checkbox"/> 3 District *</p> <p><input type="checkbox"/> 4 District*</p> <p><input type="checkbox"/> 5 District*</p> <p><input type="checkbox"/> Capital Projects &amp; Facilities</p> <p><input type="checkbox"/> Community Services</p> <p><input type="checkbox"/> Court Services</p> <p><input type="checkbox"/> Corporate Development</p>	<p><input type="checkbox"/> Executive Services/Office of the Chief of Police</p> <p><input type="checkbox"/> Financial Services</p> <p><input type="checkbox"/> Information Services</p> <p><input type="checkbox"/> Investigative Services</p> <p><input type="checkbox"/> Legal Services</p> <p><input type="checkbox"/> Operational Command</p> <p><input type="checkbox"/> Organized Crime &amp; Intelligence Services</p> <p><input type="checkbox"/> Staff Services</p> <p><input type="checkbox"/> Support Services</p> <p><input type="checkbox"/> Other _____</p>
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39. Length of Service with York Regional Police (including prior service with other police services)

<p><input type="checkbox"/> 0-5 years</p> <p><input type="checkbox"/> 6-10 years</p> <p><input type="checkbox"/> 11-15 years</p>	<p><input type="checkbox"/> 16-20 years</p> <p><input type="checkbox"/> 21-25 years</p> <p><input type="checkbox"/> More than 25 years</p>
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40. Current Rank / Position

<p><input type="checkbox"/> Constable</p> <p><input type="checkbox"/> Special Constable / SDO</p> <p><input type="checkbox"/> Sworn Supervisor (NCO)</p> <p><input type="checkbox"/> Sworn Senior Officer</p>	<p><input type="checkbox"/> Civilian</p> <p><input type="checkbox"/> Civilian Supervisor</p> <p><input type="checkbox"/> Civilian Senior Officer</p>
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41. Gender:

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>
Transgender	<input type="checkbox"/>
Other	<input type="checkbox"/>
Prefer not to disclose	<input type="checkbox"/>

**Thank you for your participation in this survey.**



# **Appendix D:**

## **2016 York Regional Police Member Survey Highlights**

**Prepared by Planning, Research and Evaluation Unit**



## EXECUTIVE SUMMARY

- The purpose of the 2016 Member Survey was to gain important feedback from York Regional Police employees about our service delivery and work environment.
- The survey was conducted to gather information from employees regarding information on:
  - job satisfaction
  - changes and improvements at York Regional Police
  - measuring success in delivering services in accordance with our set goals and values
- Results of the Member Survey will be used to inform the development of the York Regional Police 2017-2019 Business Plan.

***2,136 surveys*** sent out to all York Regional Police employees  
960 surveys completed

***44.9% response rate,***  
up 10.6% from the 2013 survey



Survey made available online and hardcopy

***Online*** entries accounted for  
***99.3%*** of all responses received

***94.5%*** of employees felt that York Regional Police provides high quality service to residents.



***93.3%*** of employees indicated they were proud to be a member of York Regional Police



***92.2%*** of employees reported they have a positive or somewhat positive attitude while at work

Internal issues we should pay attention to ***Staffing, Budget, Member Engagement, Absenteeism*** and ***Recruitment***



Top crime concerns  
***Cyber/Tech Crimes, Break and Enters, Drugs, Fraud*** and ***Organized Crime***



## METHODOLOGY

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- The 2016 Member Survey was administered electronically and by hardcopy to all members of York Regional Police, including sworn and civilian staff between March 8, 2016, and April 18, 2016.
- A survey link and electronic file were emailed to all members by Chief Jolliffe on March 8 and was also placed on the YRPNet. A reminder was placed on the YRPNet on a biweekly basis.
- The survey was advertised by posters sent to each York Regional Police building, by two banners that were placed in Headquarters, and by notices on the YRPNet.
- At the time this survey was administered, York Regional Police had a total of 2,136 staff members. All members had the opportunity to complete the Member Survey during this time except those members on parental and maternity leave, seconded to other police services and agencies, on long term disability, or other leave and time off for the duration of the survey.
- Electronically entered survey data was automatically downloaded into a statistical database and six hard copy surveys that were returned were manually entered into the database.
- Open ended questions were coded and categorized to capture the frequency with which they were mentioned.
- The survey results are statistically significant 95% of the time with a margin of error of + or - 2.5%.

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## KEY POSITIVE FINDINGS

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- A majority of the respondents (93.3%) felt York Regional Police had the trust and confidence of the public.
- Many respondents (94.5%) agreed or somewhat agreed that York Regional Police provides high quality service to the residents of York Region.
- Most respondents (90.5%) felt that York Regional Police builds strong partnerships and engages with communities it serves.
- Almost all of the respondents (93.3%) were proud to be a member of York Regional Police.
- Most of the respondents (90.8%) felt that they receive adequate guidance and direction to perform their job.

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## OPPORTUNITIES FOR IMPROVEMENT

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- Respondents most frequently mentioned that York Regional Police needs to pay attention to ensuring: high quality recruits and promotions; effective organizational communication; strong employee morale; consistency in holding members accountable; and a high standard of operational excellence.



## 2016 York Regional Police Member Survey Highlights

- Over half (51.3%) of respondents somewhat disagreed or disagreed that communication flows effectively across the organization.
- Approximately 41.7% of members somewhat disagreed or disagreed that members are held accountable for their job performance.
- Respondents top three ideas for improving the efficiency of our service delivery were to: review and streamline processes; improve the use/quality of technology; and to realign resource allocation. A majority of respondents were also supportive of civilianization and the evaluation and redeployment of staff.

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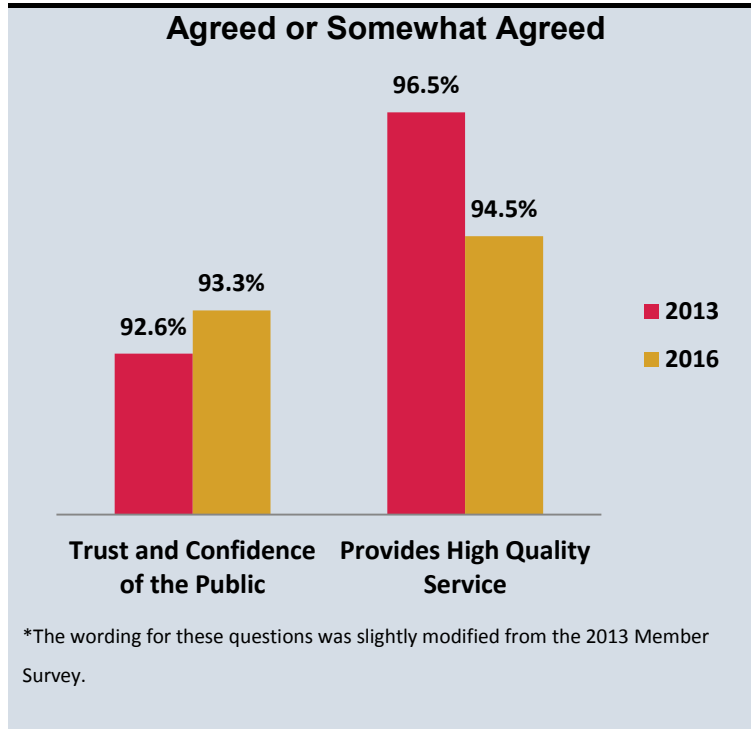
## OVERALL FINDINGS

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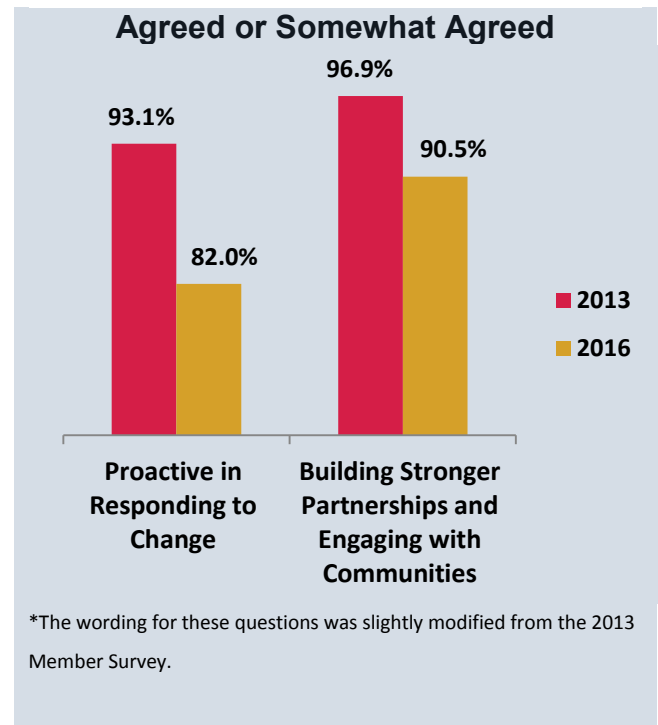


## PUBLIC ENGAGEMENT and SERVICE DELIVERY



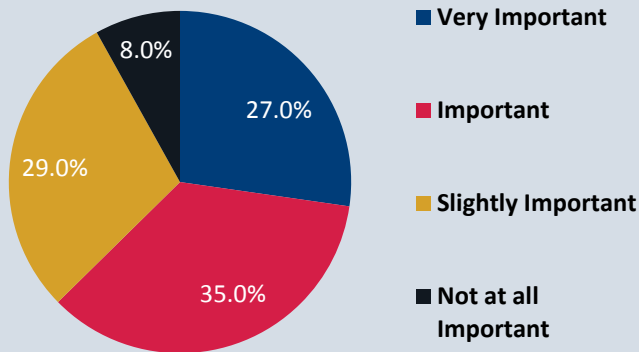
- **93.3%** of employees agreed or somewhat agreed that York Regional Police has the trust and confidence of the public.
- Almost all respondents (**94.5%**) agreed or somewhat agreed that York Regional Police provides high quality service to residents.
- **96.5%** of employees felt it was important to be aware of issues affecting the communities we serve.

- **82.0%** of employees agreed or somewhat agreed that York Regional Police is proactive in responding to growth and change in the Region.
- **90.5%** of respondents felt York Regional Police builds strong partnerships and engages with the communities it serves.
  - **86.4%** of employees felt it was very important or important to build strong partnerships and engage with communities York Regional Police serves.





**How important is it to you that York Regional Police members reflect the diversity of our communities?**



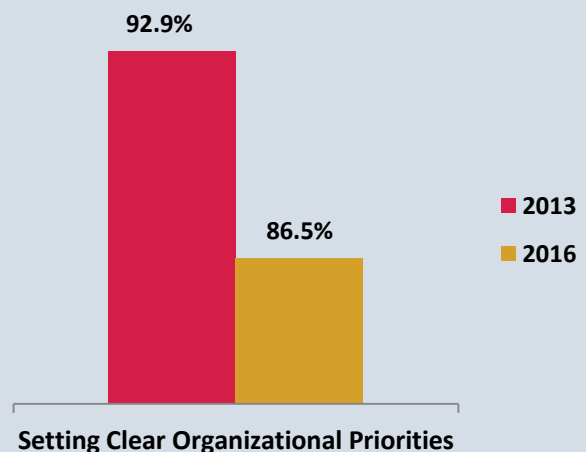
\*1.8% of respondents did not provide a response to this question.

- **62.0%** of respondents identified that it is very important or important that York Regional Police reflects the diversity of our communities.
- **86.5%** of employees felt that York Regional Police sets clear organizational priorities in the Business Plan.
  - **84.5%** of respondents stated it was very important or important to know these priorities.

***Top Five Ideas to Build Trust and Confidence of the Public***

1. Community engagement
2. Accountability
3. Promote positive police stories
4. Continue current initiatives
5. Use more discretion when issuing traffic tickets

**Very Clear or Somewhat Clear**

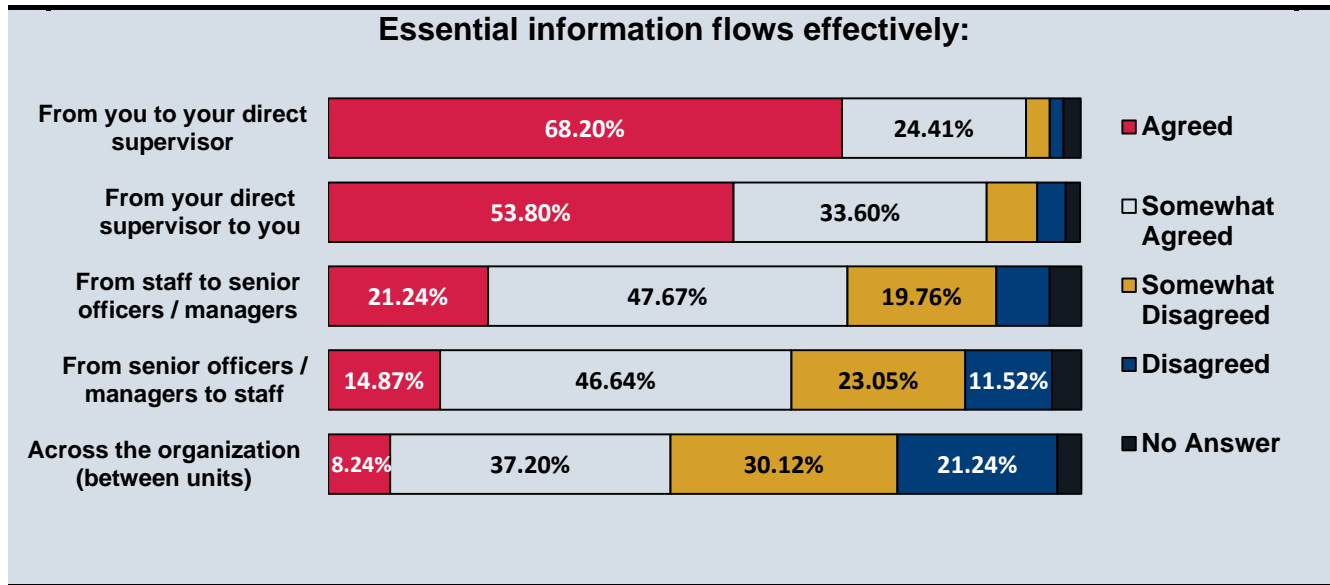


\*The wording for this question was slightly modified from the 2013 Member Survey.

\*1.8% of respondents did not provide a response to this question.



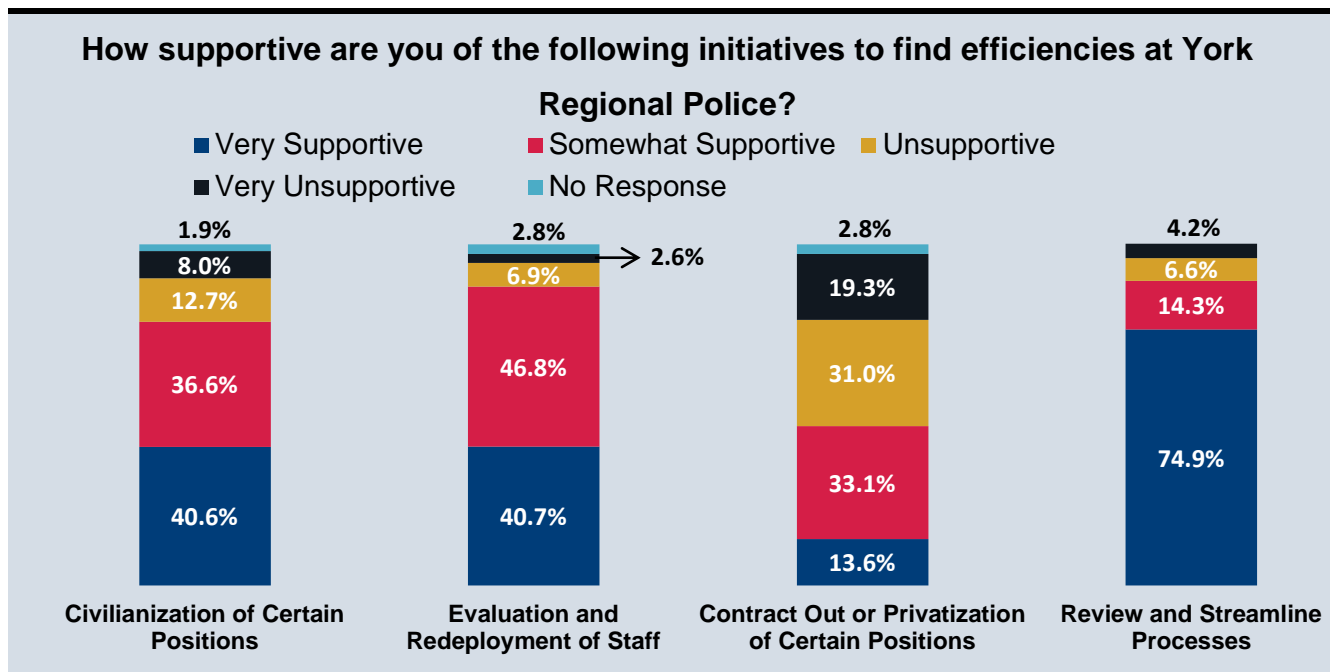
## EMPLOYEE FEEDBACK



### *Top Three Ideas for Efficient Service Delivery*

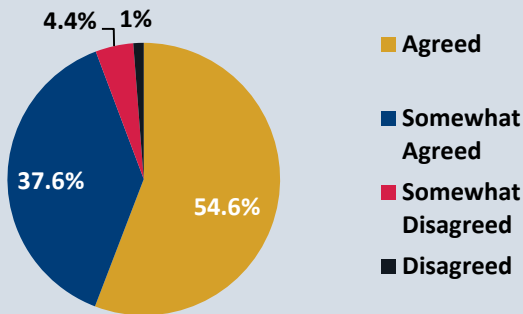
1. Review and streamline processes
2. Improve use / quality of technology
3. Realign resource allocation

\*Top three based on most frequently mentioned items.





**York Regional Police needs to continue to find alternative ways to deliver efficient services**



\*1.9% of respondents did not provide a response to this question.

***Top Three Technologies or Processes that Improved Work Efficiency:***

1. Versadex
2. E-tickets
3. TeleStaff (scheduling software)

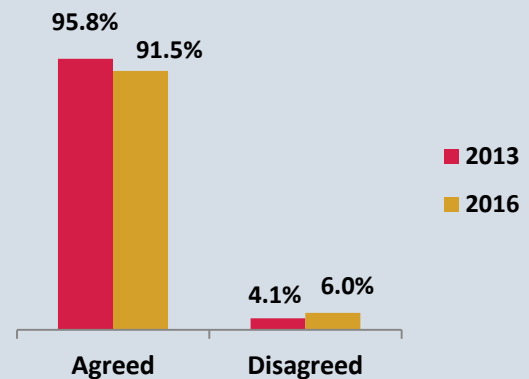
\*Top three based on most frequently mentioned items.

***Top Three Technologies or Processes that Reduced Work Efficiency:***

1. Aspects of Telestaff
2. MVC reporting processes
3. Duplication of documentation / workload

\*Top three based on most frequently mentioned items.

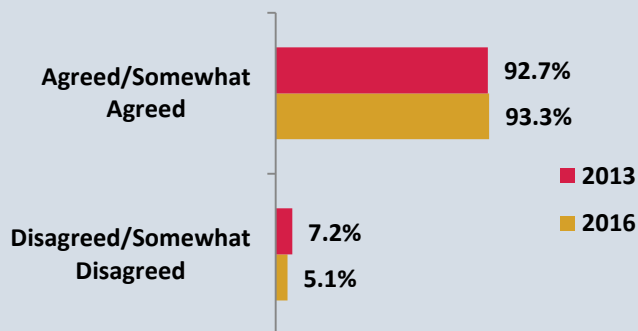
**Do you enjoy the work you do?**



\*The wording for this question was slightly modified from the 2013 Member Survey.

\*2.4% of respondents did not provide a response to this question.

**I am proud to be a member of York Regional Police**



\*The wording for this question was slightly modified from the 2013 Member Survey.

\*1.6% of respondents did not provide a response to this question.

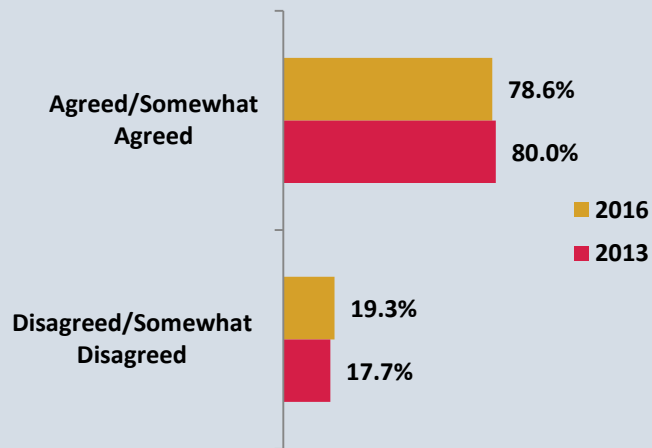
***Internal Issues we Should Pay Attention to:***

1. Staffing
2. Budget
3. Member engagement
4. Absenteeism
5. Recruitment

\*Top five most frequently mentioned priority 1 items.



### York Regional Police recognizes the importance of employee health and wellness



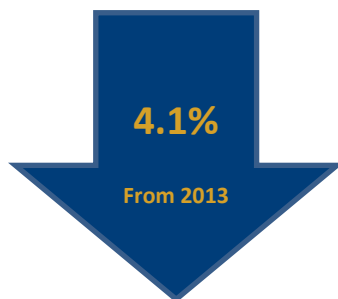
\*The wording for this question was slightly modified from the 2013 Member Survey.

\*2.0% of respondents did not provide a response to this question.

- **84.4%** of members agreed or somewhat agreed that their contribution is valued by their direct supervisor.
- **72.9%** of respondents agreed or somewhat agreed that their suggestions and feedback are given meaningful consideration.

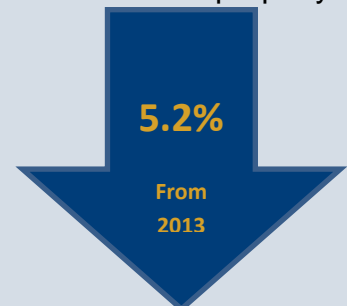
- **24.4%** of respondents disagreed or somewhat disagreed with the above statement.

- **92.2%** of members felt they have a positive or somewhat positive attitude at work.



\*2.1% of respondents did not provide a response to this question.

- **71.2%** of respondents agreed or somewhat agreed that workplace behaviour concerns will be properly addressed.



\*2.6% of respondents did not provide a response to this question.

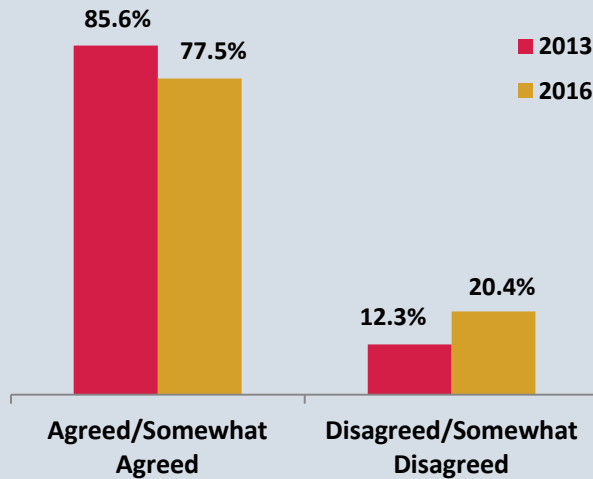
- **44.4%** of respondents were likely or somewhat likely to utilize the services of the Peer Support Team.

- **53.1%** of respondents were somewhat unlikely or unlikely to utilize the services of the Peer Support Team.

- **90.8%** of respondents agreed or somewhat agreed that they received adequate guidance and direction to perform their job.
- **72%** of respondents agreed or somewhat agreed that there are sufficient learning opportunities in their position.



### The York Regional Police work environment is equitable and inclusive



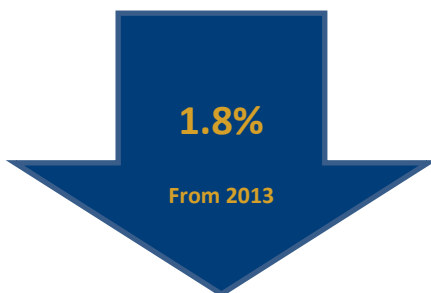
\*The wording for this question was slightly modified from the 2013 Member Survey.

\*2.08% of respondents did not provide a response to this question.

- **72.1%** of members are aware of the York Regional Police Internal Support Networks (ISNs).

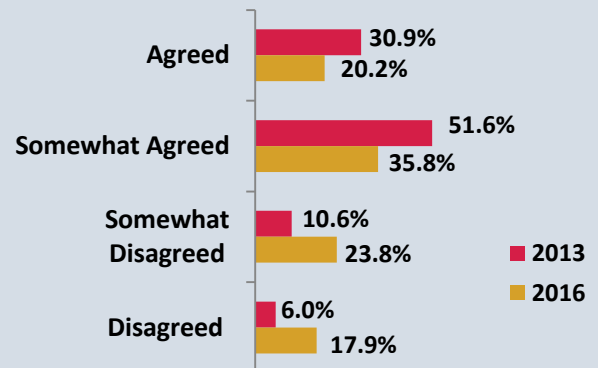
- **64.3%** of members understand the purpose of the York Regional Police Internal Support Networks (ISNs).

- **79.4%** of respondents agreed or somewhat agreed that they receive meaningful feedback on their performance.



\*1.8% of respondents did not provide a response to this question.

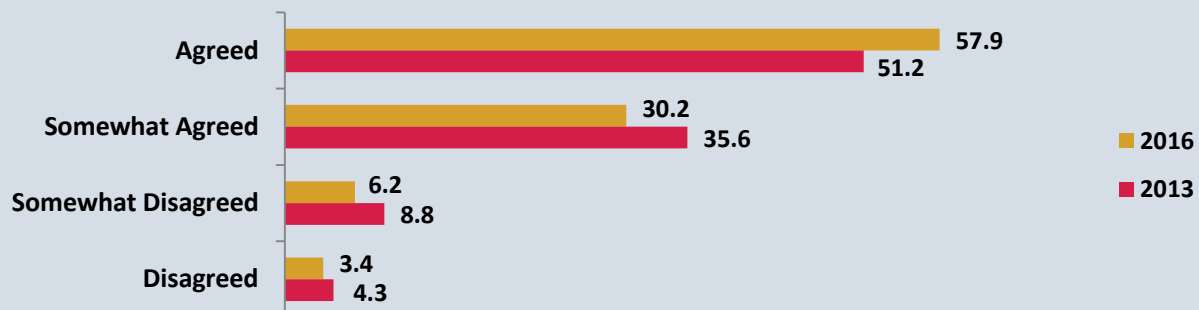
### Members are held accountable for their job performance



\*The wording for this question was slightly modified from the 2013 Member Survey

\*2.1% of respondents did not provide a response to this question.

### I am treated with courtesy and respect in the workplace



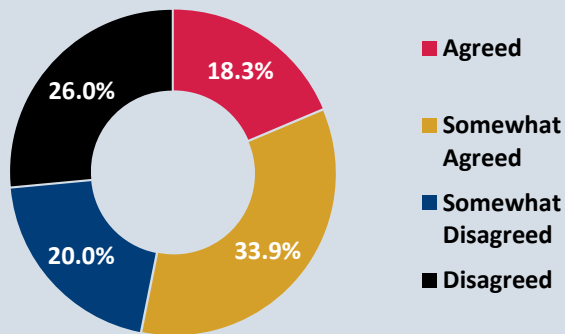
\*The wording for this question was slightly modified from the 2013 Member Survey.

\*1.9% of respondents did not provide a response to this question.

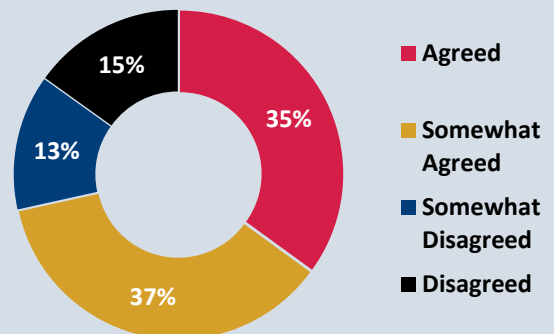


## 2016 York Regional Police Member Survey Highlights

### The stress in my personal life affects my work performance



### The stress in my workplace affects my personal life



### Things York Regional Police Does Well:

1. Community engagement and relationship development
2. Member support and benefits
3. Training, equipment and facilities
4. Public appearance and reputation
5. Supporting and encouraging diversity and inclusivity

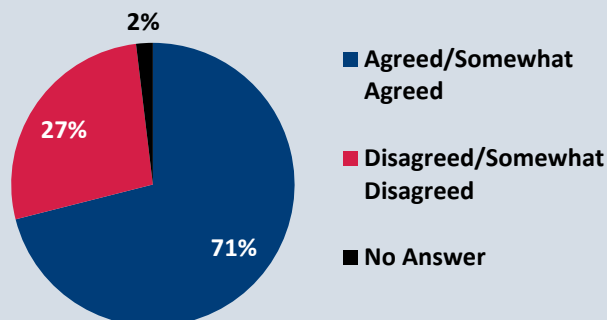
\*Top five based on most frequently mentioned priority 1 items

### Things York Regional Police Needs to Improve:

1. Recruitment and promotional processes
2. Organizational communication
3. Ensuring high employee morale
4. Consistency in holding members accountable
5. Enhancing operational excellence

\*Top five based on most frequently mentioned priority 1 items

### York Regional Police members are held accountable for living the values of the organization

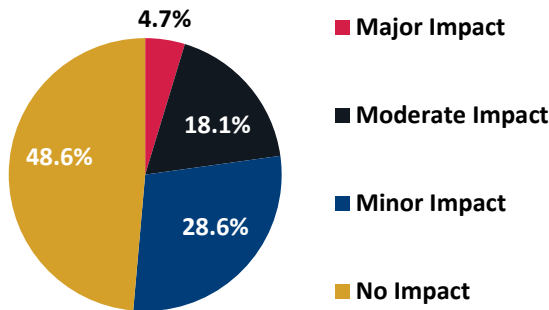


**85%** of respondents felt it is very important or important for members to be held accountable for living the values of the organization

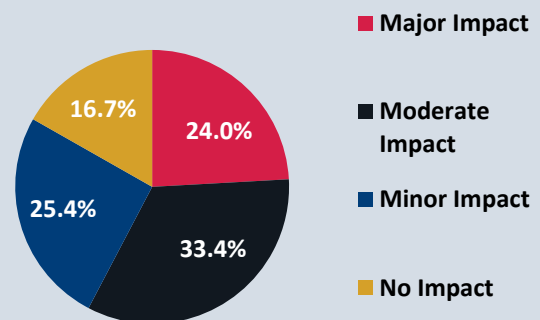


## Do negative views of policing in the media impact your job performance?

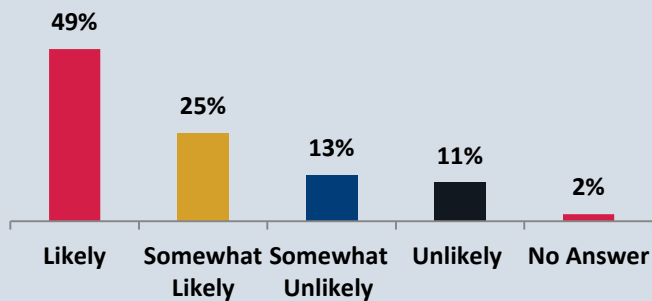
*Civilian Response*



*Sworn Member Response*



### Would you recommend a career in policing (sworn or civilian) to members of the public?



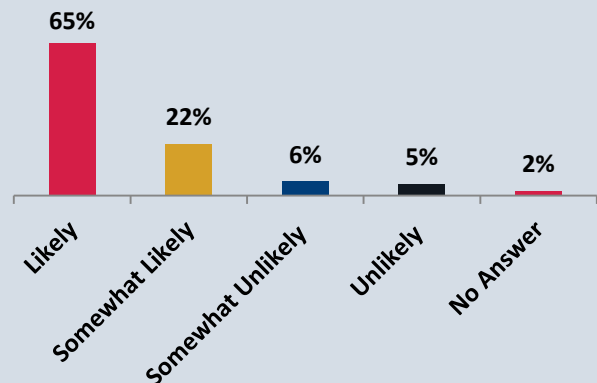
### *Top Five Reasons why a Career in Policing is Unlikely to be Recommended :*

1. Complex procedures and frequent changes
2. Stressful career
3. Poor working environment
4. Lack of trust from the public
5. Negative media scrutiny

### *Explanations from those Unlikely to Recommend York Regional Police as an Employer :*

1. Disagreement with recruitment criteria (i.e academic focus vs life experience)
2. Lack of support (both internal and external)
3. Poor working environment
4. Morale issues
5. Inconsistency in holding members accountable

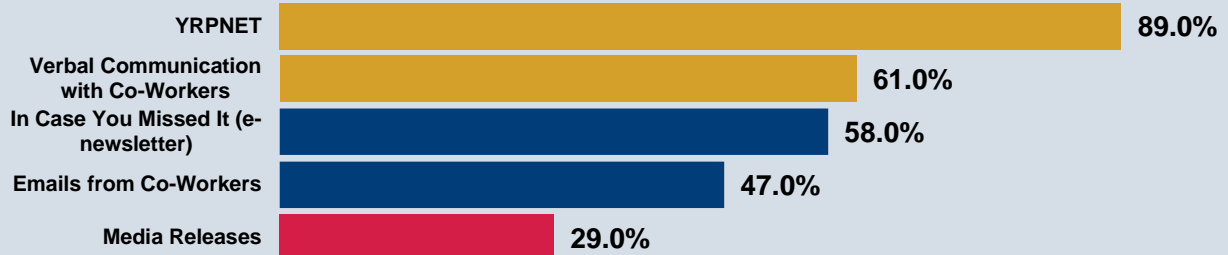
### Would you recommend York Regional Police as an employer?







### How do you currently receive organizational information from York Regional Police (top five responses)



#### Top Crime Concerns:

1. Cyber/tech crimes
2. Break and enters
3. Drugs
4. Fraud
5. Organized crime

\*Most frequently mentioned priority 1 items

#### Top Policing or Social Issues:

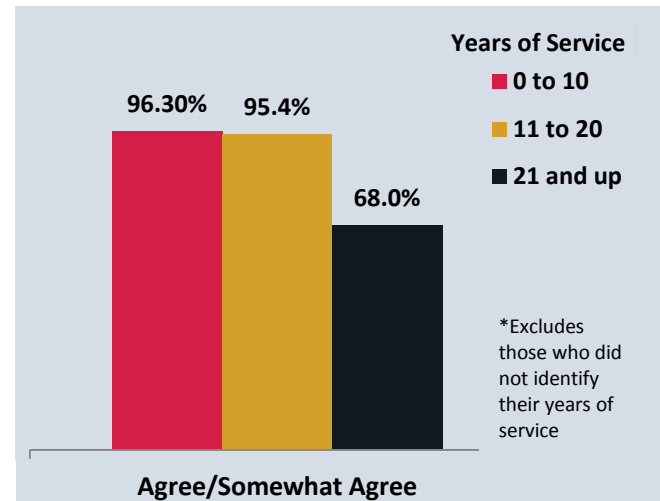
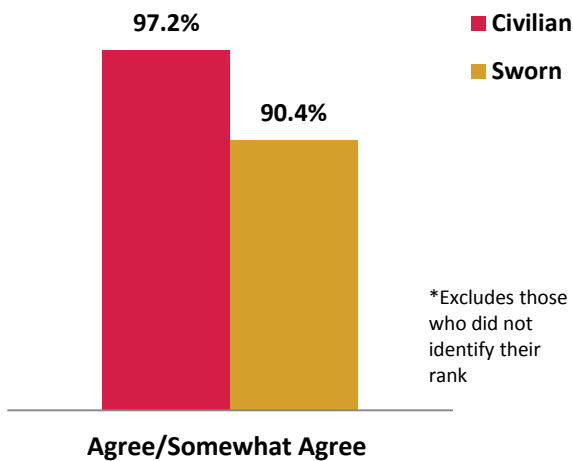
1. Lack of public confidence/trust in police
2. Population growth and diversity
3. Mental health issues
4. Aging population
5. Economics of policing/ budget

\*Most frequently mentioned priority 1 items

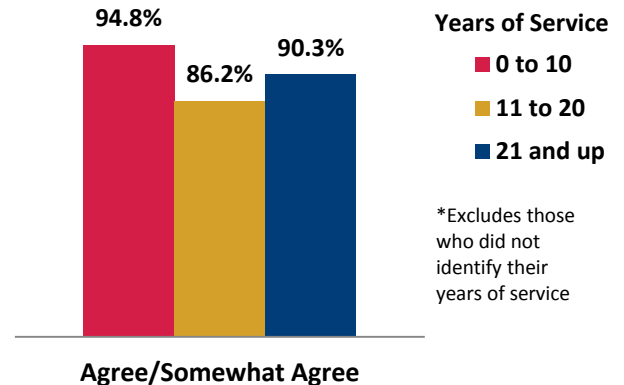
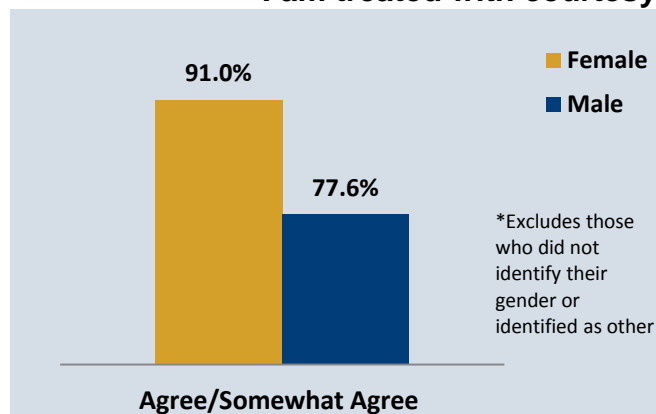


## DEMOGRAPHIC COMPARISON

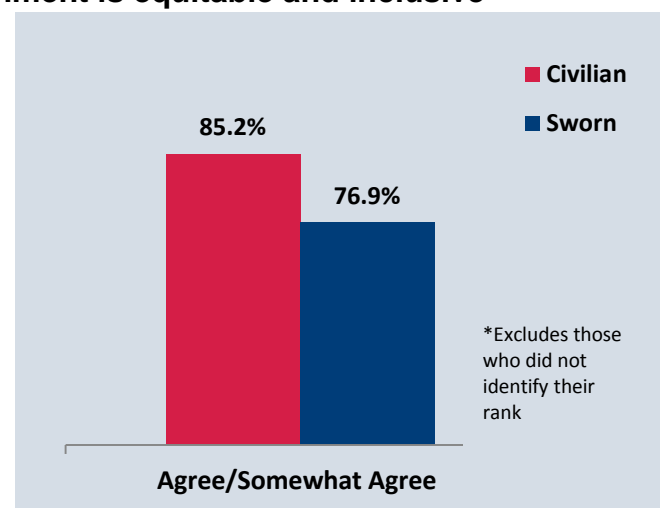
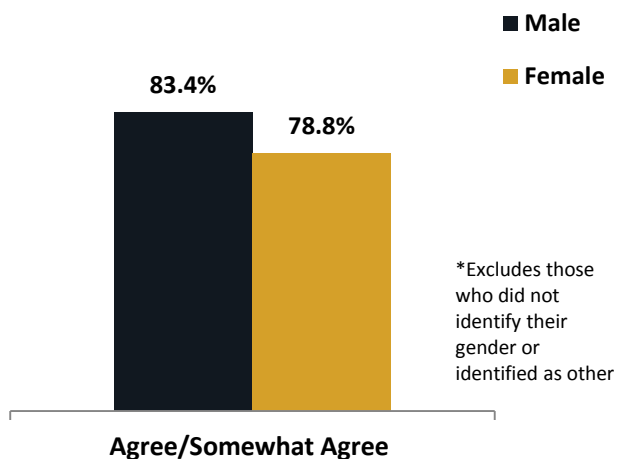
### I enjoy the work I do



### I am treated with courtesy and respect in the workplace



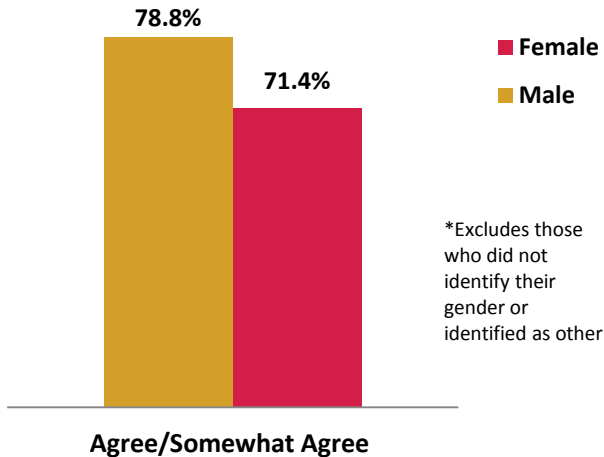
### The York Regional Police environment is equitable and inclusive



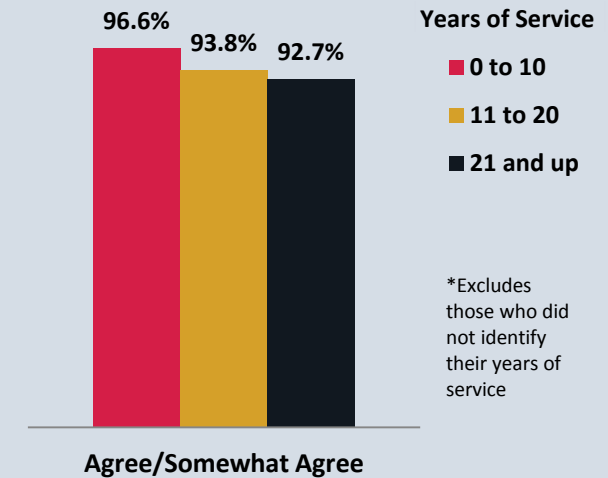


## 2016 York Regional Police Member Survey Highlights

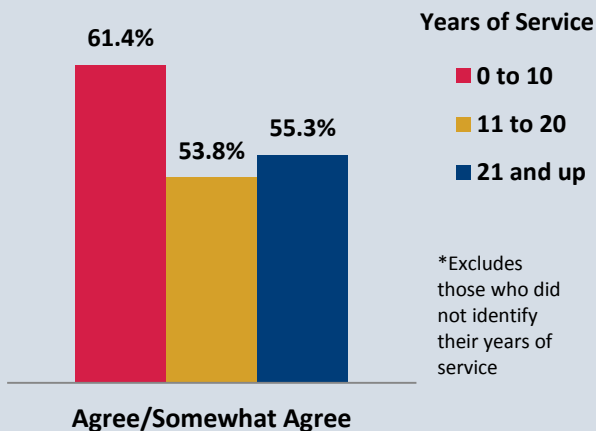
**I am confident that workplace behaviour concerns I raise will be properly addressed**



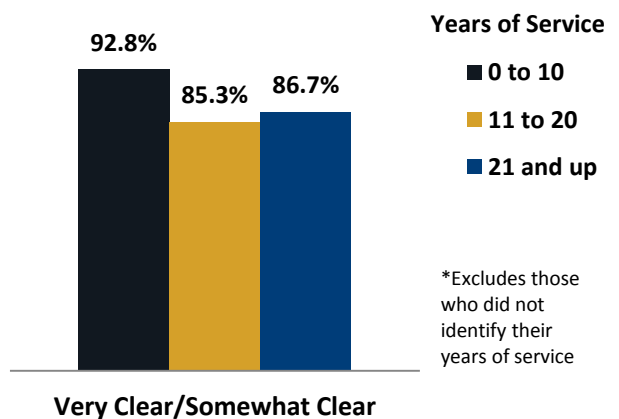
**I have a positive or somewhat positive attitude at work**



**Members are held accountable for their job performance**



**York Regional Police sets clear organizational priorities for the future in the Business Plan**



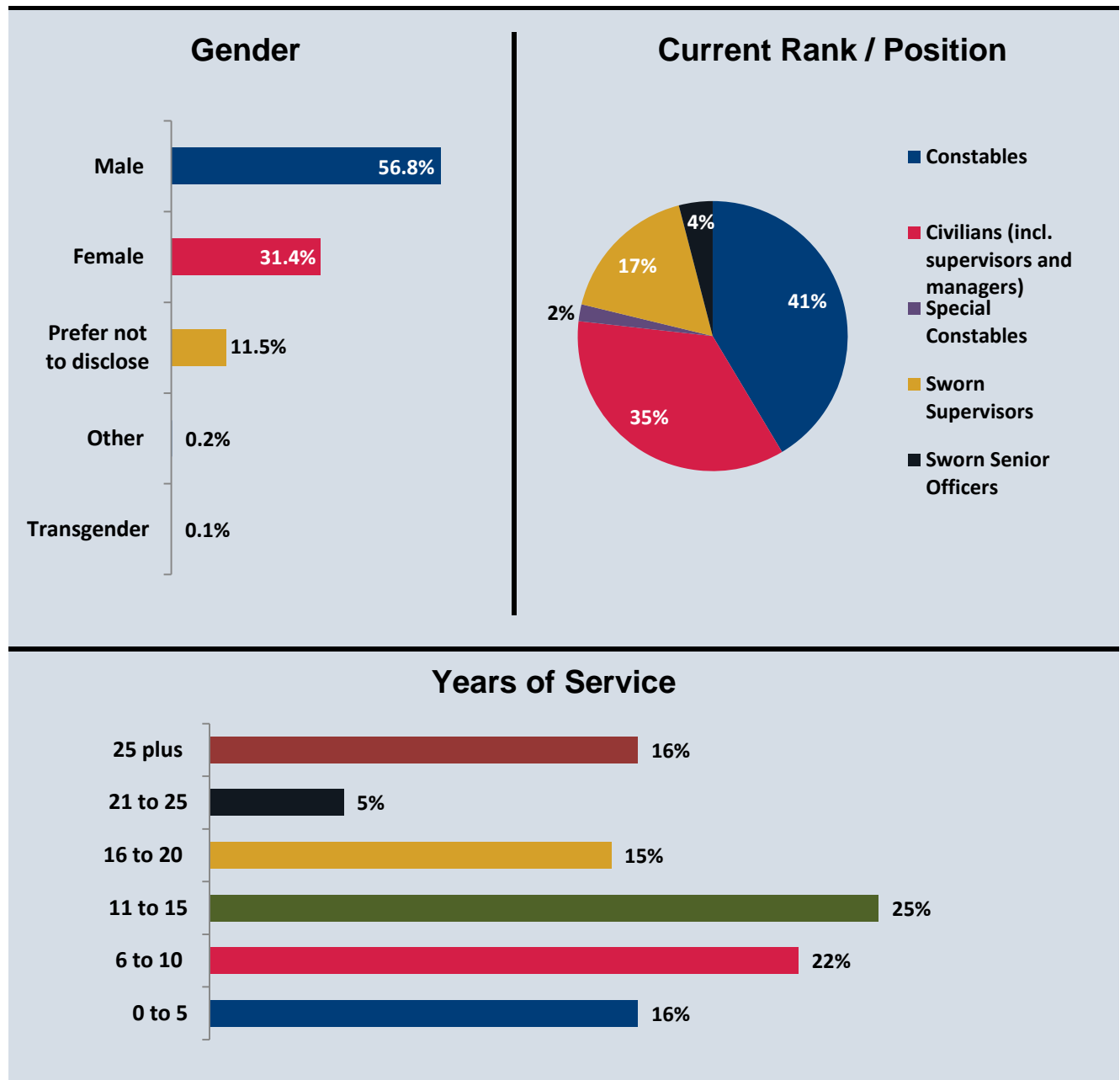
### ADDITIONAL COMMENTS

Ranking	Responses
1	Positive comments about York Regional Police
2	Promotional and tenure process issues
3	Quality of recruits / new hires
4	Enhancement of performance management
5	Increase internal and external communication

Respondents were provided with an opportunity to identify additional comments, a total of 269 members responded to the optional opportunity. The most frequently mentioned response fell into the categories shown in the chart above.

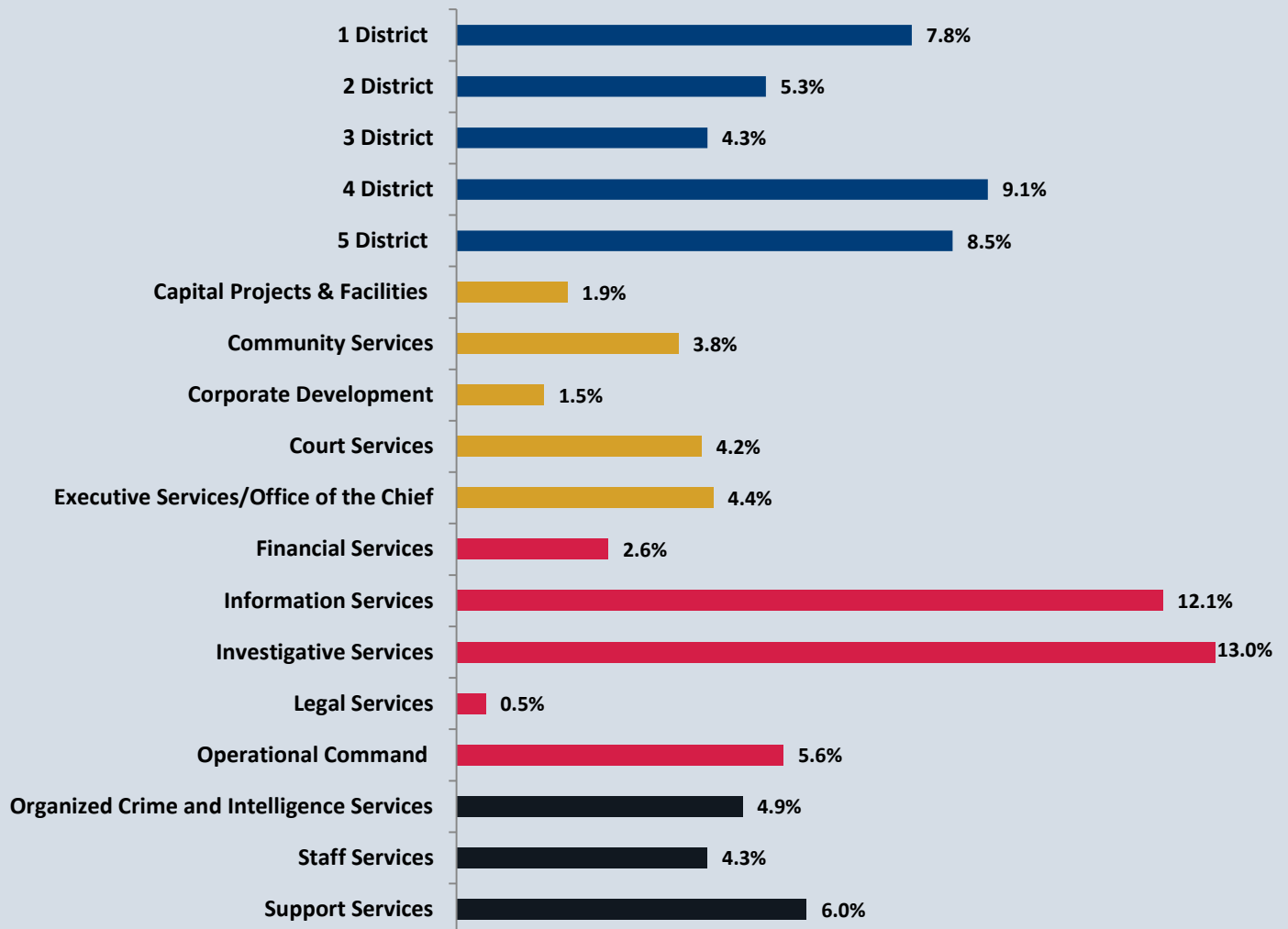


## RESPONDENTS PROFILE





## Work Location





THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 22, 2016

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**2015 ANNUAL REPORT**

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**RECOMMENDATION**

1. That the Board receives this report for information.

**SYNOPSIS**

With the contribution of the Regional Municipality of York Police Services Board and members of the Executive Command Team, the Corporate Communications Bureau has completed the 2015 Annual Report, profiling our accomplishments from the last year. The report includes a summary of high-profile investigations, information on community engagement and crime prevention programs, features on our officers and projects, organizational and individual awards, statistical reporting and our 2015 Business Plan accomplishments.

**FINANCIAL IMPLICATIONS**

In-house resources and expertise were utilized to write and design the 2015 Annual Report. The only cost associated with the report is for print production, which will cost approximately \$9,800 for 2,000 hard copies. Funding is included in the existing 2016 budget details under External Printing.

## **BACKGROUND**

The Ministry of Community Safety and Correctional Services Policing Standard 001-0049 Framework for Annual Reporting Guideline states that, pursuant to Section 31 of the Adequacy Standards Regulation, every Chief of Police prepare for the police services board, an annual report on the activities of the police service during the previous fiscal year which includes information on performance objectives; indicators and results; public complaints; and the actual cost of policing.

In addition, section 32 of the Adequacy Standards Regulation requires a police services board to enter into a protocol with its municipal council that sets out the date by which the annual report will be provided to municipal council, the responsibility for making the annual report public and the date by which it will be made public.

The York Regional Police 2015 Annual Report addresses ministry reporting requirements and will provide the Regional Municipality of York Police Services Board and our community with an overview of our accomplishments in 2015. The report, while strictly adhering to ministry reporting guidelines, is engaging, informative and easy to read.

As a transparent organization whose mission is to ensure our citizens feel safe and secure through excellence in policing, York Regional Police is proud to provide the 2015 Annual Report which details a summary of our efforts and accomplishments in the area of community safety, crime prevention and enforcement. It gives York Regional Police an opportunity to communicate directly with our community and allows our community to share in our accomplishments and successes in our crime prevention and law enforcement programs and activities.

The 2015 Annual Report will be disseminated to the Regional Municipality of York Police Services Board, York Regional Police members, mayors, councillors, MPs, MPPs, community groups, libraries, school boards, emergency services and community partners and support agencies.

An electronic version of the 2015 Annual Report will be posted to the York Regional Police website at [yrp.ca](http://yrp.ca), the York Regional Police intranet and will be promoted to the public using social media.

I am pleased to present the 2015 Annual Report to members of the Police Services Board.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:kg  
Attachment

Accessible formats or communication supports are available upon request.







Sixty-one York Regional Police recruits passed their Ontario Police College exams with flying colours in 2015. New recruits spend 12 to 13 weeks—or 60 training days—at the college, where they learn the fundamentals of policing, including advanced driving techniques at night.





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## **FORENSIC IDENTIFICATION ASSISTANTS**

They don't carry a badge, but they have the skills to put away serious criminals. They're Forensic Identification Assistants (FIAs) and they fulfill an important role at York Regional Police. The police service became the first in Ontario to create a civilian FIA position, which includes the collection and analysis of evidence from select crime scenes. So far, more than 12 FIAs have been hired to work across the region.











# MESSAGE FROM THE CHAIR OF THE POLICE SERVICES BOARD

On behalf of the York Regional Police Services Board, I am proud to present highlights of the Board's accomplishments from the past year.

In 2015, the Canadian Association of Police Governance (CAPG) held its 26th Annual Conference in York Region, hosted by our Board. The conference highlighted the importance of stronger governance through our many community partnerships.

Last year also marked the second year of the 2014-2016 Business Plan. Key goals included supporting vibrant communities and providing inclusive and equitable police service.

The Board also broke ground for the construction of a new Training and Education facility in East Gwillimbury. The environmentally-friendly, LEED

silver-rated facility will feature a firing range, areas for defensive training and classrooms. The facility is set for completion in spring 2017.

The Board approved a 2016 Police Budget of \$295 million. The cost of policing per capita remains one of the lowest among comparators.

The Board approved over \$95,000 in contributions from its public relations fund for many programs and events in support of safer communities. This fund is financed with monies forfeited and from property auctions.

I would like to thank my colleagues on the Board and Chief Jolliffe for their commitment to strong governance and to ensuring our community remains among the safest in Canada.

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**MAYOR FRANK SCARPITTI**  
Chair, Regional Municipality of York Police Services

*Frank Scarpitti*



**Sitting:** Chair Frank Scarpitti, Mayor of the City of Markham, Provincial Appointee Bang-Gu Jiang, Vice-chair Barbara Bartlett, Virginia Hackson, Mayor of the Town of East Gwillimbury.

**Standing:** Provincial Appointee John Molyneaux, Regional Municipality of York Chairman and Chief Executive Officer Wayne Emmerson, Provincial Appointee Sam Herzog.







# MESSAGE FROM THE CHIEF OF YORK REGIONAL POLICE

On behalf of Deputy Chiefs Thomas Carrique and André Crawford, and all the men and women of York Regional Police, I am pleased to present the 2015 Annual Report to our community.

I credit the dedication and hard work of our members, both sworn and civilian, for our crime prevention and law enforcement achievements in the last year that have ensured York Region remains among the safest communities in Canada.

In the pages to follow, you'll find stories about our successful investigations, innovative programs and community engagement which have positioned York Regional Police as provincial and national leaders in many areas of policing.

In 2015 we established the Forensic Identification Assistants program, a unit comprised of civilian employees, allowing sworn officers to return to the frontline. We made a difference in the global community with a child exploitation investigation which resulted in 433 charges and the rescue of 57 vulnerable children. And we dismantled a massive shoplifting ring, recovering more than \$1 million worth of stolen clothing, to name but a few.

Members of the York Regional Police Services Board and the Regional Municipality of York continue to support our police service and they have our sincere thanks.

Deeds Speak.

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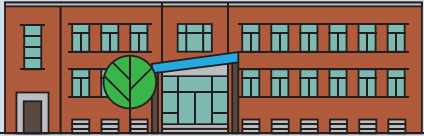
**ERIC JOLLIFFE O.O.M., BA, MA, CMM III**  
Chief of Police, York Regional Police



From left, Deputy Chief André Crawford, Chief Eric Jolliffe and Deputy Chief Thomas Carrique

# THE FIVE DISTRICTS OF YORK REGIONAL POLICE

## #1 DISTRICT



### GEOGRAPHY:

Town of Aurora  
Town of East Gwillimbury  
Town of Newmarket  
Northern King Township

### COMMAND STAFF:

Superintendent Mark Brown  
Inspector Paulo Da Silva

### POPULATION: 195,232

175 sworn members  
Seven civilians

240 Prospect St., Newmarket

**EST. 1971**

## #2 DISTRICT



### GEOGRAPHY:

Town of Richmond Hill  
Thornhill areas of the  
Cities of Markham  
and Vaughan

### COMMAND STAFF:

Superintendent Bruce West  
Inspector Maria Ahrens

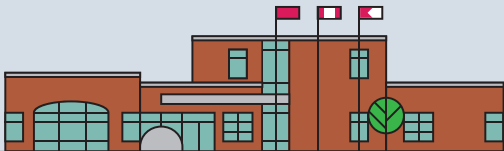
### POPULATION: 299,090

208 sworn members  
Seven civilians

171 Major Mackenzie Dr. W., Richmond Hill

**EST. 2004**

## #3 DISTRICT



### GEOGRAPHY:

Town of Georgina

### COMMAND STAFF:

Superintendent Heidi Schellhorn  
Inspector Angelo DeLorenzi

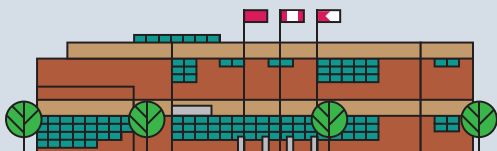
### POPULATION: 47,505

100 sworn members  
Four civilians

3527 Baseline Rd., Sutton

**EST. 2000**

## #4 DISTRICT



### GEOGRAPHY:

City of Vaughan  
Southern King Township

### COMMAND STAFF:

Superintendent Kevin Torrie  
Inspector Gregory Harper

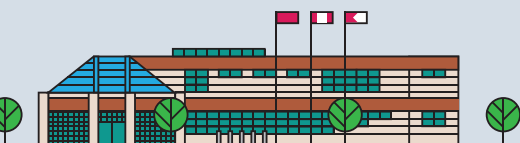
### POPULATION: 305,231

233 sworn members  
Seven civilians

2700 Rutherford Rd., Vaughan

**EST. 1996**

## #5 DISTRICT



### GEOGRAPHY:

City of Markham  
Town of Whitchurch-  
Stouffville

### COMMAND STAFF:

Superintendent Fred Moffatt  
Inspector Chris Bullen

### POPULATION: 319,263

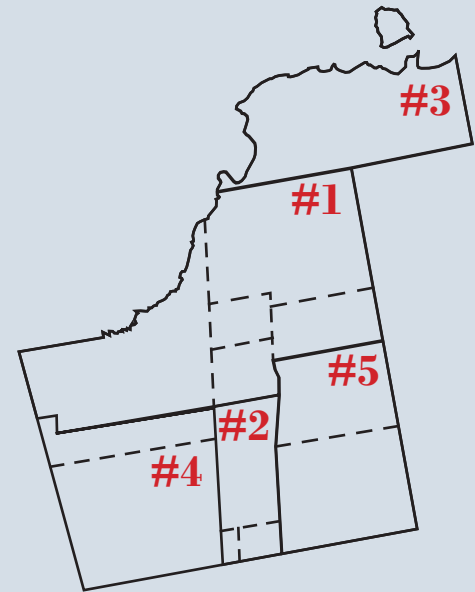
218 sworn members  
Seven civilians

8700 McCowan Rd., Markham

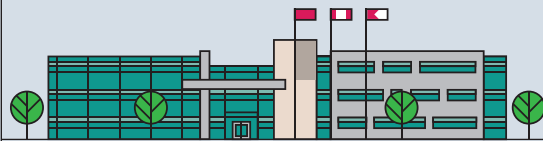
**EST. 1991**

# OTHER PUBLIC FACILITIES

The population of York Region continues to grow and in 2015 reached 1,166,321. Citizens living among the serenity of Lake Simcoe in the north, or in the bustling cityscapes that line Steeles Avenue in the south, are served by 1,562 sworn and 618 civilian members dedicated to keeping York Region among the safest communities in Canada.



## HEADQUARTERS



A short drive from any major urban centre in York Region, this LEED-Silver\* certified building centralizes units across the organization. The completion of a 9-1-1 call centre in October 2014 was the final step before the last of more than 600 employees moved in.

47 Don Hillock Dr., Aurora

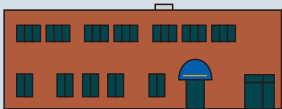
### PUBLIC USES:

EST. 2010

Cultural events  
Press conferences  
Freedom of Information requests

\*Leadership in Energy and Environmental Design green building rating.

## WHITCHURCH-STOUFFVILLE COMMUNITY SUBSTATION



The rapidly expanding Whitchurch-Stouffville area of #5 District is better served following the opening of this community substation in May 2014. More than 25 officers work from the substation and provide the community with superior quality service.

111 Sandiford Dr., Whitchurch-Stouffville

### PUBLIC USES:

EST. 2014

Crime reporting  
File a complaint  
Pick up a background check

## COMMUNITY RESOURCE CENTRE



In 2015, services provided by the Customer Service Unit were centralized at a new facility located at Yonge Street and Elgin Mills Drive in Richmond Hill. It also serves as the Collision Reporting Centre for motorists in Vaughan, Richmond Hill and Markham.

10720 Yonge St., Richmond Hill

### PUBLIC USES:

EST. 2015

Collision reporting  
Apply for a background check  
Pick up a background check  
Fingerprint services



# AT THE 'COR' OF OUR SUCCESS

## OFFICERS IN #1 DISTRICT MAKE A DIFFERENCE

**NEWMARKET** - They are perhaps the most visible police officers in the community. Whether patrolling the streets, attending festivals and fairs or conducting proactive traffic enforcement in school zones, members of the five Community Oriented Response (COR) Units are focused on addressing the concerns of the community.

Officers in #1 District COR attended 71 community events in 2015, including parades, fairs, farmers' markets, charity fundraisers and sporting events. While COR officers are actively engaged in managing traffic flow and ensuring everyone stays safe, they are always eager to chat with citizens and find out from them first-hand what's going on in the community.

During 2015, #1 COR conducted 11 operations involving traffic management and enforcement and commercial motor vehicle inspections, in conjunction with members of the Traffic Bureau. Officers also patrolled 129 complaint areas in King, Aurora, Newmarket and East Gwillimbury, based on information provided by members of the public. Complaints ranged from loitering and excess noise to ongoing traffic issues and liquor license violations.

When COR officers head out on patrol, they never quite know what

—>

Constable Andrew Gunby knows that the bonds he creates with people in his community are as important to his job as anything he carries on his duty belt.



they are going to find. In February, on the coldest day of the year, Constable Andrew Gunby set off on patrol in Aurora and ended up with a rather unexpected passenger in his back seat. The officer found a lost one-year-old puppy wandering the roadway near Aurora Heights Drive and Crawford Rose Drive. Constable Gunby knocked on many doors looking for the owner, before he spotted a woman and her daughter driving through the neighbourhood in search of the lost pup, named Kona.

The grateful dog owners had seen Constable Gunby earlier in the day doing traffic enforcement and couldn't believe their luck that he had not only nabbed people for speeding through their residential neighbourhood but had also managed to lure their dog into the warmth and safety of his cruiser.

While policing success is often measured in arrests made and crimes solved, Constable Gunby's extra efforts that day made a difference to one family living in #1 District.

For COR officers, connecting with community is at the heart of what they do each and every day.











# SHOW'S OVER

## SUPERMARKET VOYEUR ARRESTED IN #2 DISTRICT

**RICHMOND HILL** - It's a crime where, in many cases, the victims may not even know they have been violated. Often referred to as 'Peeping Toms', voyeurs secretly watch, photograph or record unsuspecting victims, capturing intimate moments or images. In this case, the victim noticed and reported it, allowing investigators from the #2 District Criminal Investigations Bureau to help prevent further women from being victimized.

In August 2015, a woman was shopping at a grocery store in the area of Yonge Street and Meadowview Avenue in the Town of Richmond Hill. As she was browsing the items on a shelf she noticed that a man crouched down beside her to look at the same shelf. The victim felt something on the inside of her leg. When she turned to look, she saw the man moving his hand away from her, with a mobile phone in his hand that appeared to be recording. She immediately reported the incident to store management and police.

Surveillance video taken from the scene showed the man placing a cell phone under the woman's skirt and then walking away after the victim noticed his presence.



The persistence of investigators paid off when a member of the public identified the man from surveillance footage.

Investigators from the #2 District Criminal Investigations Bureau worked diligently to identify the suspect and potentially match him with other similar incidents. After exhausting all leads, investigators placed the surveillance footage on YouTube in hopes of identifying the suspect.

"Our officers never gave up on this case, even when it seemed like all leads had dried up," said Superintendent Bruce West. "Thanks to the teamwork of investigators and our media partners, we were able to close the curtains on this case."

Clad in a distinctive checkered shirt and a blue-and-white Hartford Whalers hat, investigators were confident a tip would soon come in. Although it took several weeks, media coverage of the incident eventually led to the identification of the suspect after a witness came forward.

Following a search warrant at his residence, a 39-year-old Richmond Hill man was arrested and charged with Voyeurism and Sexual Assault. He will appear in court again later in 2016.

York Regional Police vigorously investigates all reports of voyeurism and sexual assault and encourages anyone who believes they may have been a victim to contact police as soon as possible.

# A PRESCRIPTION FOR DANGER

## OFFICERS DELIVER A DOSE OF JUSTICE TO ILLICIT PHARMACY

**GEORGINA** - A report of a Keswick business owner and pharmacist selling narcotics launched an investigation that led to the arrest of eight people and the removal of drugs and weapons off York Region streets.

In November 2014, officers from the #3 District Criminal Investigations Bureau received information that a pharmacist operating out of Keswick Pharmacy was selling narcotics, including fentanyl and oxycodone tablets, to people without prescriptions.

The risks associated to the recreational use of illegal drugs, especially fentanyl patches, are extremely high. Fentanyl is an opiate-based pain killer roughly 100 times stronger than morphine and drug users who manipulate the fentanyl patches to ingest, inject or smoke can suffer fatal overdoses.

The information investigators received sparked a two-month investigation which saw #3 District investigators team up with members of the Drugs and Vice Unit to conduct a series of search warrants. The team uncovered a substantial amount of

prescription narcotics, large quantities of marihuana, three long guns including a rifle with a silencer, a crossbow, a compound bow, a pellet gun, two prohibited edged weapons and significant sums of cash and gift cards.

"Nothing speaks to community safety more than taking drugs and weapons off our streets," said Superintendent Heidi Schellhorn. "Our goal is to make our region a safe place for all citizens and this is a step in the right direction."

Those arrested face numerous charges, including Trafficking a Narcotic, Production of a Controlled Substance, Possession for the Purpose of Trafficking and Unauthorized Possession of a Firearm.

→

A #3 District constable and an investigator from the Forensic Identification Unit examine evidence retrieved from a search warrant in Georgina.













# INVESTIGATORS HIT HOME RUN

## BASEBALL BAT-WIELDING BANDITS ARRESTED IN #4 DISTRICT

**VAUGHAN** - Hard-working officers, whose experience and attention to detail led them to identify and arrest a group of youths wanted for a string of violent street-level robberies, were ultimately rewarded when their investigative probe resulted in 160 charges against five youths.

In eight incidents linked to the suspects, victims were pistol whipped with handguns and beaten with baseball bats. The tendency of the suspects to injure their victims with weapons, as opposed to just threatening them, led investigators to believe it would be just a matter of time until someone was seriously injured or killed.

During the spring of 2015, a team of investigators in the #4 District Criminal Investigations Bureau began the process of identifying members of this gang. Once that was accomplished, they began to watch the areas where previous incidents had been reported during the same times and days of the week. Long hours were dedicated to surveillance of the suspects and familiarization of the gang's known hangouts and habits. The break

came weeks later, on June 3, when a street robbery was reported to police and investigators immediately recognized the descriptions and method of operation of the suspects. Intimate knowledge of their habits made it possible for the team to quickly locate and arrest the suspects.

Team members prepared and executed six search warrants for residences associated with the suspects. Officers recovered a loaded handgun, a shotgun with a modified pistol grip, a conducted energy weapon, knives, baseball bats and several sets of brass knuckles. A quantity of narcotics was also seized. Also recovered during the arrests and search warrants was property identified as belonging to the victims.

Five male youths, between the ages of 15 and 17, face more than 160 charges including Robbery, Extortion, Unauthorized Possession of a Firearm, Possession of Cocaine, Possession for the Purpose of Trafficking and Possession of Property Obtained by Crime.

The hard work, dedication and teamwork displayed by Detective Rommel Dimatulac and his team, which included Detective Constables Neil Matte, Neil Dixon, Meredith Woodland, Miguel Capurro, Adam Goard, Jessica Hay and Constable Marco Shum, on this case exemplify the cornerstones of York Regional Police with their dedication to the community, operational excellence and superior quality service.



For living the YRP values of teamwork, community and competence, which led to the arrest of five offenders involved in gang activity, this investigative team received a Chief of Police Award in October 2015.



# BRAVO

## #5 DISTRICT OFFICERS RING UP \$1 MILLION IN SHOPLIFTING STING

**MARKHAM** - What initially appeared to be a routine theft incident turned into a major investigation when members of the #5 District Criminal Investigations Bureau – Property Crime Section uncovered a shoplifting ring with close to \$1 million worth of stolen goods stored in a Toronto home.



The home, set up like a retail store, was complete with clothing racks, sales tags and transaction records.

"The irony and hypocrisy of this operation was that the illegal retail store had its own operating security cameras monitoring for shoplifting," said Detective Sergeant John Braybrook at a press conference in March 2015.

Five accused, all from Toronto, were charged with crimes including: Theft Under \$5,000, Possession of Property Obtained by Crime Over \$5,000, Possession of Property Obtained by Crime Over \$5,000 for the Purpose of Trafficking and Trafficking in Property Obtained by Crime Over \$5,000.



Investigators returned piles of high-end apparel and accessories to retailers in the Greater Toronto Area.

Retailers such as The Gap, BCBG, Victoria's Secret, Lululemon and J. Crew had thousands of dollars' worth of merchandise stolen from their stores over several months beginning in the fall of 2014.

During an afternoon in March, police conducted surveillance on three suspects as they made three stops at shopping malls across the Greater Toronto Area.

"At times, shoplifting is seen as a victimless crime," said Superintendent Fred Moffatt. "But when it's carried out to this extent, it can have a huge impact on business owners and consumers in our region."

When police arrested the suspects at the end of their shoplifting spree, they had roughly \$7,500 worth of stolen high-end goods in their vehicle.

Police later executed a search warrant in Toronto that led to the discovery of the makeshift store and the arrest of two additional suspects.







# 2015 JOINT-FORCES OPERATIONS & INTERNAL TASK FORCES


## INTERNAL TASK FORCE (ITF)

An internal task force is an investigation that combines the resources of two or more units within York Regional Police.

## JOINT FORCES OPERATIONS (JFO)

A joint-forces operation is an investigation made possible by the teamwork of two or more partnering police services.

**JFO**



**PROJECT ICE CASTLE**

2014  
2015

SUMMARY	COST: \$85,000
A clandestine drug lab hidden in a wealthy area of Markham became the site of the largest ketamine bust in Canadian history. More than 150 officers were involved in the dismantling of a highly-organized crime group.	

THE RUNDOWN

77.5 KG of **KETAMINE** + 6,100 L of various **KETAMINE** precursor liquids

↓

\$320,000—\$330,000  
in CANADIAN DOLLARS


2

A TOTAL OF MORE THAN **\$3 MILLION** IN ASSETS SEIZED

2

MOTOR VEHICLES

**JFO**



**PROJECT HYDRA**

2013  
2015

SUMMARY	COST: \$0
After executing a search warrant in East Gwillimbury, Internet Child Exploitation (ICE) investigators uncovered a hive of online child predators using cloud-based storage to exchange images of child exploitation around the world.	

THE RUNDOWN

17 COUNTRIES

○

137 SEARCH WARRANTS


57 CHILDREN IDENTIFIED

58 ARRESTS

+

435 CHARGES

**JFO**



**PROJECT RUBICON**

2013  
2015

SUMMARY	COST: \$8,100
Members of the Drugs and Vice Unit infiltrated a complex cocaine trafficking network over a two-year period and took tens of thousands of dollars' worth of illicit drugs off the streets of York Region.	

THE RUNDOWN

SEMI-AUTOMATIC HAND GUN

↓

ONE VEHICLE

12 MOBILE PHONES

↓

6 OUNCES OF COCAINE

240 GRAMS OF MARIHUANA

↓

WORTH \$16,800

\$50,000 IN CASH

↓

SEIZED



JFO



PROJECT

BLACKJACK

2015

## SUMMARY

COST: \$55,636

Also known as *Project CBG*, police officers from eight services executed search warrants across the GTA to take down a theft ring connected to the Black Axe, a dangerous Nigerian crime group.

THE RUNDOWN

**500 CARS** STOLEN FROM DRIVEWAYS  
ACROSS THE GREATER TORONTO AREA

The work of **175** officers from **EIGHT** services

RESULTED IN → **19 ARRESTS** + **640 CHARGES**

JFO



PROJECT

POUCHKINA

2015

## SUMMARY

COST: \$0

After a prominent York Region business was defrauded of more than \$5 million, YRP fraud investigators launched an investigation that led to the arrest of a former employee who had fled to Madrid, Spain.

THE RUNDOWN

**6,055** KILOMETRE FLIGHT TO SPAIN TO  
EXTRADITE NATALIA POUCHKINA ✈️

OVER A  
12-MONTH  
PERIOD

THE SUSPECT DEFRAUDED HER EMPLOYER OF  
**\$5.5 MILLION**

JFO



PROJECT

RAPHAEL

2013  
2015

## SUMMARY

COST: \$3,600

Over a three-year period, officers working in an internal task force called *Raphael* targeted child sexual predators who would solicit the services of juvenile sex workers.

THE RUNDOWN

**3-YEAR OPERATION**

**104 CHARGES** + **32 ARRESTS**

WHICH INCLUDES **3 CHARGES** UNDER THE CONTROLLED DRUGS AND SUBSTANCES ACT (CDSA)

JFO



PROJECT

LIFT

2015

## SUMMARY

COST: \$0

Led by the Auto/Cargo Theft Unit, investigators involved in Project Lift took down a group of motorcycle thieves who had been targeting motorcycles parked in underground garages.

THE RUNDOWN

**3 ARRESTS** + **7** MOTORCYCLES WERE RECOVERED

**17 CHARGES** INCLUDING **1** ACURA SUV ALSO RECOVERED

**12 CHARGES**

for the Possession of Stolen Property Over \$5,000

JFO



PROJECT

UNROMANTIC

2014  
2015

## SUMMARY

COST: \$1,000

Single people looking for love online were the target of scam artists who would work their way into their hearts—and wallets. An investigation into dating website fraud led to 11 arrests and dozens of charges laid.

THE RUNDOWN

**\$1.85 MILLION** IN TOTAL

LOST, COLLECTIVELY, BY VICTIMS

Officers are expecting to recover **\$540,000**

**8 VICTIMS** → **2** OF WHICH, LIVE IN YORK REGION

ITF



PROJECT  
**COPYRIGHT**

2015

**SUMMARY****COST:** \$0

Built upon the results of *Project Trademark*, a 2014 internal task force, investigators from York Regional Police targeted a group of suspects known to kick in front doors and break into homes across the GTA.

THE RUNDOWN

**THOUSANDS OF DOLLARS**  
WORTH OF STOLEN GOODS RECOVERED

4 ARRESTS

18 INCIDENTS  
REGION WIDESUSPECTS WOULD  
KICK IN FRONT DOORS

ITF



PROJECT  
**NAVIGATOR**

2015

**SUMMARY****COST:** \$0

Officers from #2, #4 and #5 Districts pooled their resources for *Project Navigator*, tracking a group of suspects responsible for daytime break and enters into homes in York Region, Peel Region and Toronto.

THE RUNDOWN

Responsible for dozens of break and enters across **YORK PEEL TORONTO**

**\$15,000** WORTH OF STOLEN PROPERTY RECOVERED

3 MONTH INVESTIGATION

2 ARRESTS

+ 25 CHARGES

ITF



PROJECT  
**GRAPEVINE**

2015

**SUMMARY****COST:** \$0

An organized crime group was the target of an internal task force called *Project Grapevine*. Officers from #2, #4 and #5 Districts linked the group to dozens of property crimes.

THE RUNDOWN

3 SUSPECTS FROM GEORGIA ARRESTED FOR **B&Es**  
IN RICHMOND HILL AND VAUGHAN

THREE  
CRIMES WERE  
OBSERVED

But the group was believed to be responsible for more than 20 B&Es

JFO



PROJECT  
**FINAL CUT**

2015

**SUMMARY****COST:** \$0

An investigation spearheaded by the Guns and Gangs Enforcement Unit took on a drug trafficking ring led by a branch of the Hell's Angels Motorcycle Gang.

THE RUNDOWN

2 KG of **COCAINE** \$130,000

PROJECT COST \$75,000 .45 calibre handgun & 10 rounds of ammunition

710 mL OF **GAMMA-HYDROXYBUTYRIC ACID**

500 KG of **MARIHUANA** SEIZED

JFO



PROJECT  
**MONTO**

2015

**SUMMARY****COST:** \$0

An international gun and drug smuggling ring was crippled by a joint force operation in which YRP investigators played a key role. The investigation led to 12 arrests across the Greater Toronto Area.

THE RUNDOWN

123 KG of **COCAINE**

WORTH \$12.2 MILLION ON THE STREET

22  
HANDGUNS

13 ARRESTS + 48 CHARGES

ITF

2014  
2015

PROJECT  
SWAP

SUMMARY	COST: \$0
An organized crime group from Eastern Europe was targeted by investigators in #5 District after committing distraction thefts in which the suspects swapped fake jewelry with an unsuspecting victim's precious jewels.	

THE RUNDOWN

1 SUSPECT ARRESTED AND DEPORTED  
3 ROBBERY + 9 THEFT CHARGES LAID  
2 SUSPECTS STILL OUTSTANDING WITH  
**CANADA-WIDE** WARRANTS ISSUED

ITF

2014  
2015

PROJECT  
RESALE

SUMMARY	COST: \$0
Partnering with loss-prevention workers from several high-end York Region retailers, officers in the #5 District Criminal Investigations Bureau put an end to a shoplifting ring that had plagued businesses for months.	

THE RUNDOWN

**\$1 MILLION** IN STOLEN CLOTHING SEIZED AND RETURNED TO RETAILERS IN GTA

4 ARRESTS + 24 CHARGES

WARRANTS EXECUTED AT SEVERAL RESIDENCES

ITF

2015

PROJECT  
CALI.1

SUMMARY	COST: \$0
Officers recovered tens of thousands of dollars' worth of seized clothing, electronics and cash after coordinating with police agencies across Canada to arrest members of a South American theft ring.	

THE RUNDOWN

16 ARRESTS + 25 CHARGES

POLICE AGENCIES FROM BRITISH COLUMBIA & QUEBEC INVOLVED

**\$88,000** WORTH OF STOLEN ELECTRONICS, CASH & CLOTHING RECOVERED

## PARTNERS INCLUDE:



Canada Border Services Agency

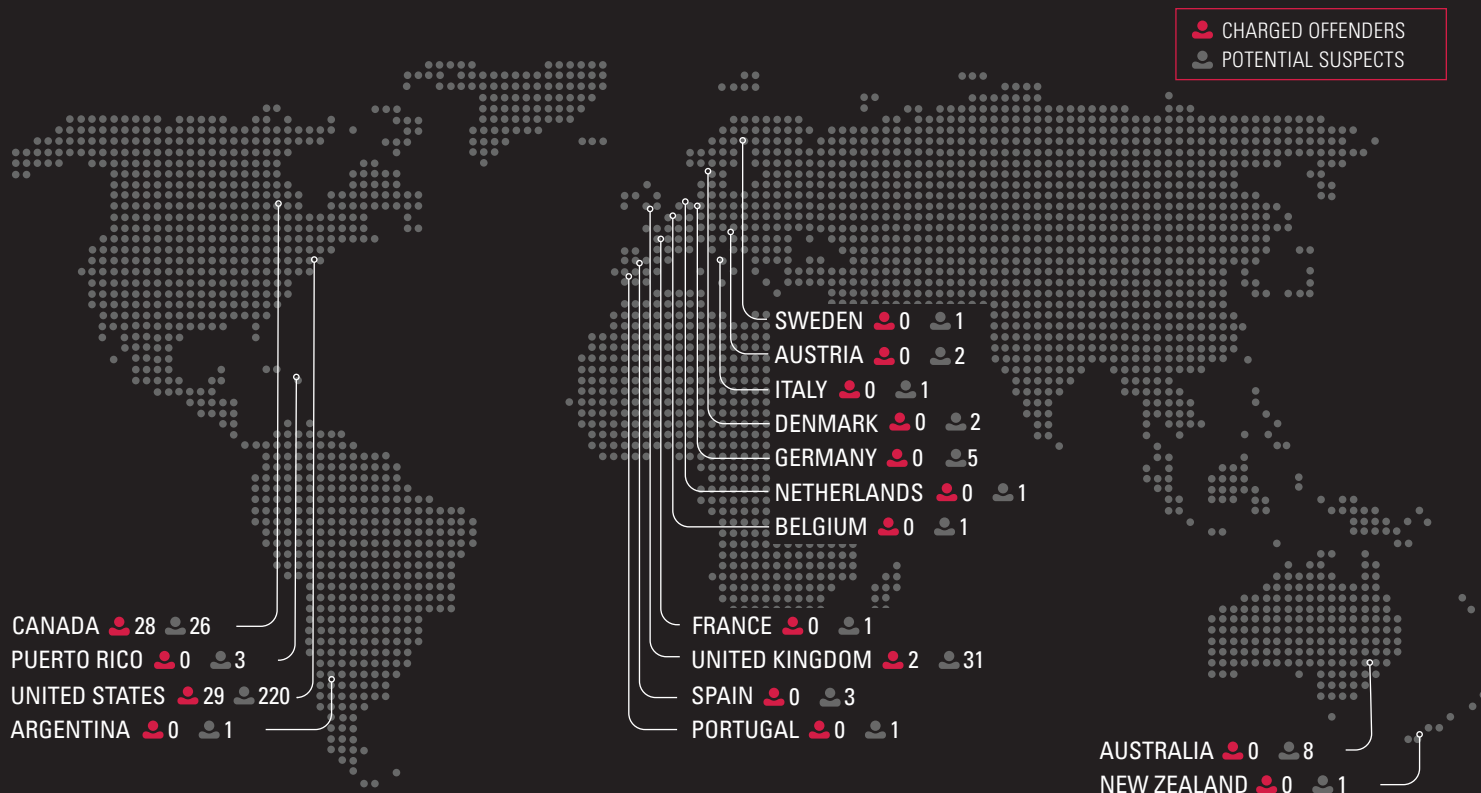
Agence des services frontaliers du Canada





Project Hydra would not have been successful without our worldwide partners, including: INTERPOL, United States Department of Homeland Security, Federal Bureau of Investigation, Royal Canadian Mounted Police, Ontario Provincial Police and ICE investigators across Canada.





# PROJECT HYDRA

## DISMANTLING A WORLDWIDE CHILD EXPLOITATION RING

**17 COUNTRIES**  
**57 CHILDREN RESCUED**  
**137 SEARCH WARRANTS**  
**58 ARRESTS**  
**435 CHARGES**

A child pornography investigation that began with a single search warrant in York Region continues to put away dangerous predators from across the globe nearly two years later.

The numbers are startling: 58 arrests, 435 charges, 57 victims identified and rescued. Those totals have more than doubled since officers from the York Regional Police Internet Child Exploitation (ICE) section first released details of the investigation at a press conference in May 2015.

The joint-forces operation began after York Regional Police were notified by the National Child Exploitation Coordination Centre in Ottawa that images of child exploitation were being uploaded from an IP address in East Gwillimbury in April 2013.

"We soon found that person was a victim who was coerced into taking self-exploitive pictures and sharing them with people on the Internet," said Superintendent Richard Crabtree.

Those images found their way to the Internet's ugliest corners – chatrooms and social networks where child predators use cloud-based storage to upload and exchange exploitive images.

Investigators assigned to the case named the project Hydra, after the multi-headed serpent in Greek mythology. According to myth, each time one of Hydra's heads was cut off, a new one would regenerate.

"True to the investigation's namesake, every time we pursued a suspect, we uncovered a new hive of online predators exchanging exploitive images," said team leader Detective Mark Van Wolde.

Over the course of a year, officers from York Region sent more than 350 investigative packages, which included screenshots and images of sexual abuse against children along with other evidence, to police agencies around the globe.

Police are still working to identify and rescue victims, who range in age from infants to teenagers. In total, investigators believe there may be up to 2,000 victims.

"These are children who deserve a safe environment in which to grow up," said Superintendent Crabtree. "These predators have infiltrated the four walls of their homes and have robbed them of their innocence at a young age."



Detective Mark Van Wolde led the team of investigators, which garnered international media attention.



CAN REACH HEIGHTS OF

1,500 FEET

POTENTIAL TO REDUCE ROAD CLOSURE TIMES BY

50 PER CENT

WITHOUT PAYLOAD, WEIGHS A TOTAL OF

2.4 KILOGRAMS

CAN SUSTAIN TEMPERATURES RANGING FROM

-33 TO 50 DEGREES CELSIUS



## REACHING NEW HEIGHTS

Weighing in at just 2.4 kilograms and measuring less than a metre wide, it's easily the smallest vehicle in the fleet. But the size of the York Regional Police unmanned aerial vehicle (UAV) doesn't measure its massive impact on police investigations in our region.

Unveiled at a press conference in July 2015, it has already helped to dramatically reduce road-closure times as it captures high-definition aerial images used in the detailed electronic mapping of a collision scene.

"The UAV has already proven to be a powerful tool for the Major Collision Investigation Unit (MCIU)," said Superintendent Karen Noakes.

Before adding the UAV to its arsenal, road closures after serious or fatal collisions often took eight to 10 hours while the MCIU investigated. Now, in most cases, investigators can reopen the road in less than six hours.

Police also put the UAV to use in several searches for missing people and during security sweeps in preparation for the 2015 Pan American Games in Markham.

"The UAV allows officers to do their work more efficiently and safely," said Superintendent Noakes. "It has become an important asset to a variety of units across Support Services and the organization as a whole."

The SkyRanger, manufactured by Waterloo-based Aeryon Labs Inc., is piloted from a tablet using an automated route. Two trained York Regional Police operators fly the UAV, one manning the tablet and the other observing the vehicle's flight in the sky.

From the tablet, an operator sees the UAV's perspective through one of three cameras: A powerful zoom lens, a stabilized infrared camera and a mapping camera. The vehicle can sustain wind gusts of nearly 90 kilometres per hour and easily reaches 400 feet — the limit imposed by Transport Canada — in seconds.

York Regional Police also used the media event to remind citizens about regulations put in place by Transport Canada to increase safety while flying their own UAVs.

"These devices are not remote-controlled toys and they should be handled very carefully," said Media Officer Constable Andy Pattenden.

"Many people may be unaware that there are strict regulations to follow when flying UAVs out in public."

York Regional Police has three trained UAV operators. Each has undergone a four-day pilot ground school and spent two days in manual flight training.

Aerial view of a motor-vehicle collision taken by the York Regional Police UAV.



# BRAVE BOY MAKES TOUGH CALL

## IMPAIRED DRIVER REPORTED BY HER NINE-YEAR-OLD SON

Though she takes thousands of callers each year as a York Regional Police communicator, the voice of one brave little child stands out in Leigh Bonnis' mind.

When she first received the call, at just before 4:30 p.m. on November 11, 2015, she heard no voice on the other end – just a low rumble and traffic noise. The caller hung up.

When Bonnis called back, the nine-year-old boy who answered told her that he was afraid for his life. He was in the rear seat of a van being driven by his mother, who was impaired.

Bonnis stayed on the line with the distraught child, eventually calming him down. She learned his age and address and asked him to describe his mother's van and his surroundings.

When the boy handed the cellphone to his mom, she told police she had just one drink and was fine to drive. After Bonnis asked her to pull the

vehicle over, the woman became angry, refusing to stop driving before hanging up the phone.

Luckily, Bonnis had already gleaned enough information from the boy to determine the van had travelled from King Township to the area of Mulock Drive and Yonge Street in Newmarket.

There, officers intercepted the vehicle and arrested the driver.

With her child in the backseat, the 52-year-old mother had gotten behind the wheel with twice the legal limit of alcohol in her bloodstream. After completing a breath test, she was subsequently charged with Impaired Driving and Over 80.

The child was fortunate to reach Bonnis, a 14-year veteran, who was named Dispatcher of the Year for her compassion and professionalism at the 2015 Tri-Services Awards, recognizing the work of our region's emergency communicators.



Communicator Leigh Bonnis remained on the phone with the distraught child for seven minutes while officers worked to locate his mother's vehicle.

# 9 - 1 - 1 CALL TRANSCRIPT

NOVEMBER 11, 2015. 4:23 P.M.

**CHILD:** Hi, my mom is drinking and driving! Can you please arrest her?

**YRP:** Where are you?

**CHILD:** Please arrest her!

**YRP:** Is it just the two of you in the vehicle?

**CHILD:** Yes, she tried to fight with me.

**YRP:** O.K., is she intoxicated?

**CHILD:** I don't know, but she tried to throw out the wine so she doesn't get caught.

**YRP:** Your mom almost hit another car?

**CHILD:** Yeah, she's speeding right now. She's going like 100 and the speed limit is 60! She's flying over!

**YRP:** O.K., put your mom on the phone. Please, put your mom on the phone.

**YRP:** Have you been drinking?

**DRIVER:** Uh, I had a cocktail at lunchtime...and my husband and son are overexaggerating.

\* Child, screaming in the background \*

**YRP:** O.K., I don't want you to head anywhere. You need to pull your car over, please.



**I WILL SPEAK UP AGAINST IMPAIRED DRIVING**

# **#ImTHATPerson**

Are you THAT person?

Will you be that person to confront a friend or loved one when they are about to drive impaired? Will you be that person who makes the right choice and decides to take a cab or a bus home after drinking? That's the question the York Regional Police #ImTHATPerson social media campaign began asking citizens in 2015.

The campaign encourages people to make the sometimes difficult choice to be THAT person to speak up against impaired driving and asks them to share their commitment on social media using the #ImTHATPerson hashtag.

Launched on November 18, 2015, at Sacred Heart Catholic High School in Newmarket, members of the York Regional Traffic Bureau and CityTV Breakfast Television Host Kevin Frankish asked students to be THAT person by posting and sharing their messages of support.

The launch included the distribution of the #ImTHATPerson card, meant to be held while students, staff, board

members and police officers take selfies and share them on Twitter, Instagram and Facebook.

In addition to the hashtag, the card also empowered teens by sharing suggestions on how they can speak up to stop someone from getting behind the wheel while impaired. It included information the zero blood-alcohol concentration (BAC) laws for young people and the risk of driving while impaired by drugs.

A selfie station promoting the campaign and the hashtag was front and centre at the Newmarket high school event and has since made appearances at events throughout the region, enabling citizens of all ages to share their commitment to ending impaired driving.

In 2015, York Regional Police laid 1,255 impaired-related charges, up from 1,108 from 2014. #ImTHATPerson will continue to be shared, reminding us all that impaired driving is not just the responsibility of law enforcement—we all have a role to play in keeping our roadways safe.









# 2015 STATISTICS

PUBLIC COMPLAINTS	2014	2015	VARIANCE
Number of Complaints	115	150	+30%
Involved Officers	179	190	+6%
Formal Resolution - Action	0	0	N/C*
Frivolous, Vexatious, Bad Faith	4	7	+75%
Over Six Months	8	5	-63%
Withdrawn	13	22	+69%
Not Directly Affected	1	12	+1200%
Unsubstantiated	8	4	-50%
Policy/Service	1	1	N/C*
Informal Resolution	14	18	+29%
Informal Discipline	1	1	0.00%
Non-Jurisdictional	0	0	N/C*
Directed by OIPRD	2	0	*
Not accepted by OIPRD	48	69	+44%
Review Requested	6	3	-50%
Outstanding Files	15	30	50%
Officers Disciplined	1	0	*

\*Not calculable

## 9-1-1 CALLS RECEIVED

# 216,899

## CRIMINAL AND FEDERAL VIOLATIONS

# 33,202

## CRIMINAL TRAFFIC VIOLATIONS

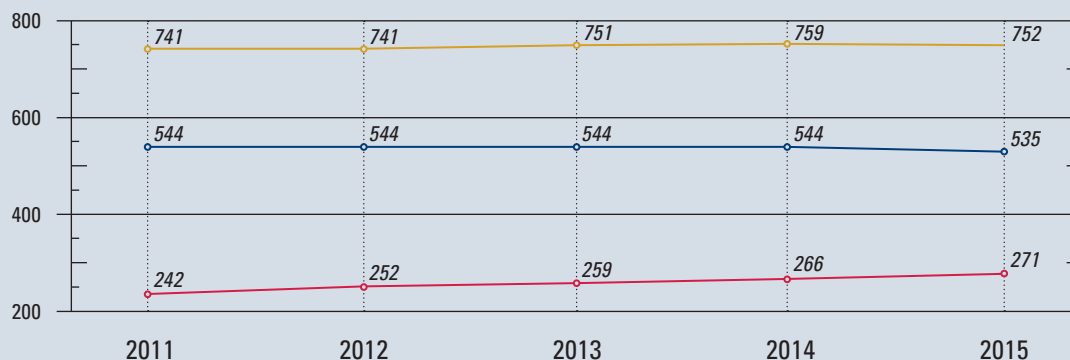
# 4,291

The *Gross Cost per Capita* represents expenditures divided by the population of the area serviced by York Regional Police, rounded to the nearest dollar. *Member to Population* counts represent the population divided by the number of police officers and civilian staff. *Police to Population* represents the population divided by the number of police officers.



## PERFORMANCE MEASURES AND BENCHMARKS FIVE-YEAR STATISTICAL COMPARISON

- Police to Population
- Member to Population
- Gross Cost per Capita(\$)



# TRAFFIC STATISTICS

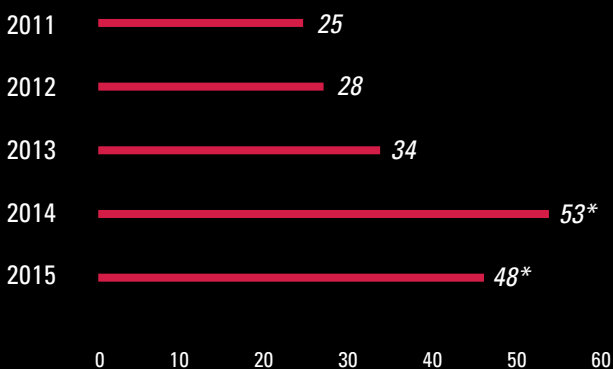
## REPORTABLE MOTOR VEHICLE COLLISIONS

	2013	2014	2015
<b>COLLISIONS</b>	<i>17,852</i>	<i>15,590</i>	<i>14,697</i>

## PROVINCIAL OFFENCE NOTICES COMPARISON

	2013	2014	2015
<b>OFFENCES</b>	<i>116,693</i>	<i>122,701</i>	<i>119,993</i>

## FIVE-YEAR PURSUITS COMPARISON



\* Reporting methodology around pursuits was changed in 2014, accounting for a significant increase from previous years.

Members of the Traffic Bureau work year-round to ensure drivers get to their destination safely. For impaired drivers, that destination is behind bars.

On New Year's Eve, we invited impaired drivers to stay at *L'Hôtel de York Regional Police* —a cozy, concrete jail cell. The #ReservationsNotRequired campaign, which included a satirical hotel video tour found at [youtube.com/officialyrp](https://www.youtube.com/officialyrp), gained nationwide traction, reaching millions of Canadians through both social media and traditional media channels.

# VICTIM SERVICES

ON-SCENE OCCURRENCES	2014	2015	VARIANCE (%)
OCCURRENCES	401	663	65.3

TELEPHONE CRISIS CALLS/ OFFICE VISIT OCCURRENCES	2014	2015	VARIANCE (%)
OCCURRENCES	8,341	9,192	10.2

TOTAL CLIENTS SERVED	2014	2015	VARIANCE (%)
CLIENTS SERVED	7,938	6,619	-16.6
FEMALE	5,845	3,947	-32.5
MALE	1,025	905	-11.7
CHILDREN	1,068	1,767	65.4

# YOUTH CRIME

YOUTH CRIME COMPARISON	2014	2015
YOUTHS CHARGED	614	623
PROCESSED BY OTHER MEANS	1,975	1,842
TOTAL	2,589	2,465

Members of York Regional Police take pride in being recognized as community builders—and the statistics reflect that distinction. In 2015, York Region saw its youth crime rate drop for the sixth year in a row, as well as a significant decrease in instances of hate crime.

## 9-1-1 CALLS FOR SERVICE

251,942	223,918	220,546	216,899
2012	2013	2014	2015

COST OF POLICING 2015	BUDGET	ACTUAL	VARIANCE
Wage Costs	\$271,128,500	\$287,091,543	-\$15,963,043
Administrative Expense	\$9,322,400	\$9,080,357	\$242,043
Program-Related Expense	\$8,147,500	\$7,789,292	\$358,208
Professional Services Expense	\$416,300	\$288,061	\$128,239
Occupancy Expense	\$6,292,300	\$6,370,814	-\$78,514
Repairs and Maintenance Expense	\$4,535,400	\$4,914,006	-\$378,606
Financial Items	\$6,728,651	\$6,495,743	\$232,908
Contributions to Reserves	\$8,099,649	\$8,484,781	-\$385,132
Internal Charges	\$2,561,500	\$2,276,107	\$285,393
Asset Acquisitions	\$869,300	\$872,636	-\$3,336
Total Expenditures	\$318,101,500	\$333,663,340	-\$15,561,840
Total Revenues	-\$28,767,300	-\$44,512,889	\$15,745,589
Net Position	\$289,334,200	\$289,150,451	\$183,749

SELECTED VIOLATIONS THREE-YEAR TRENDS		<div>Crimes Against Persons</div> <div>Crimes Against Property</div> <div>Other Criminal Code</div> <div>Weapons Violations</div> <div>Public Morals Violations</div> <div>Total Criminal Code Violations</div> <div>Other Federal Violations</div> <div>Criminal Code and Fed. Violations*</div> <div>Criminal Code Traffic Violations</div>									
		ACTUAL									
2013	CLEARANCE RATE	80.8	47.3	90.2	77.6	68.1	59.2	97.2	99.5	62.5	34.4
	RATE	537.87	1,705.88	252.04	30.79	16.10	2,542.67	224.44	19.37	2,786.48	357.40
	ACTUAL	6,080	19,283	2,849	348	182	28,742	2,537	219	31,498	4,040
2014	CLEARANCE RATE	78.6	44.2	91.8	87.9	68.0	57.6	99.1	98.2	61.7	38.5
	RATE	533.56	1,590.46	258.13	33.98	18.00	2,434.13	250.71	19.83	2,704.67	368.90
	ACTUAL	6,108	18,207	2,955	389	206	27,865	2,870	227	30,962	4,223
2015	CLEARANCE RATE	76.1	42.9	93.2	78.3	82.7	56.0	98.9	101.3	59.7	43.4
	RATE	555.76	1,720.54	270.94	36.27	16.38	2,599.88	226.70	20.15	2,846.73	367.91
	ACTUAL	6,482	20,067	3,160	423	191	30,323	2,644	235	33,202	4,291
VARIANCE 2014/15	RATE	4.2	8.2	5.0	6.7	-9.0	6.8	-9.6	1.6	5.3	-0.3
	ACTUAL	6.1	10.2	6.9	8.7	-7.3	8.8	-7.9	3.5	7.2	1.6









## PAN AM GAMES

York Region residents were treated to all the light, colour and action of the Pan American Games in 2015. Table tennis and badminton were played at the Atos Markham Pan Am Centre, while golf teed off at Angus Glen Golf Club, seen here. Officers from across YRP worked in security detail to ensure the safety of thousands of athletes and spectators, while members of the Ceremonial Unit stood proud as medal ceremony flagbearers.



# 2015 EVENTS



## FEB 7 POLAR PLUNGE

We were freezin' for a reason when YRP and community members participated in our annual Polar Plunge. The event made a big splash, raising \$15,000 for Special Olympics Ontario.



## APRIL 25 COPS FOR CANCER

Bald heads abounded following the successful Cops for Cancer event, when members stepped up to lose their locks in front of an enthusiastic crowd, raising more than \$64,000 to fight cancer.



## JUNE 1 PRIDE MONTH

It was one for the history books as Chief Eric Jolliffe raised a rainbow flag at headquarters for the launch of Pride Month, serving as a symbol of our commitment to inclusivity for everyone.



## SEPT 23 CANDLELIGHT VIGIL

The Candlelight Vigil and Luminary Run took place in East Gwillimbury in honour of YRP fallen officers, who have made the ultimate sacrifice in service to their community.



## OCT 24 HALLOWEEN IN THE VILLAGE

Heavy rain couldn't dampen the spirits at our spooktacular Halloween in the Village event as more than 3,100 ghouls, goblins and critters of all kinds haunted the Community Safety Village.



## NOV 16 TO DEC 18 HOLIDAY HEROES

The hard-working elves at YRP diligently collected toys and food for York Region families in the weeks leading up to the holidays to support our Holiday Heroes Food and Toy Drive campaign.

If you attended an event in your community in 2015, there's a good chance York Regional Police was too. From community festivals and charity fundraisers to recruiting information sessions and awards ceremonies, members of YRP represent our organization at hundreds of events across York Region each year.

The success of our organization depends on community engagement and strong corporate partnerships. By participating in a wide variety of events, YRP forms lasting relationships with our citizens and by working together, we can all make a difference in our community. These are a few of the events we hosted in 2015:

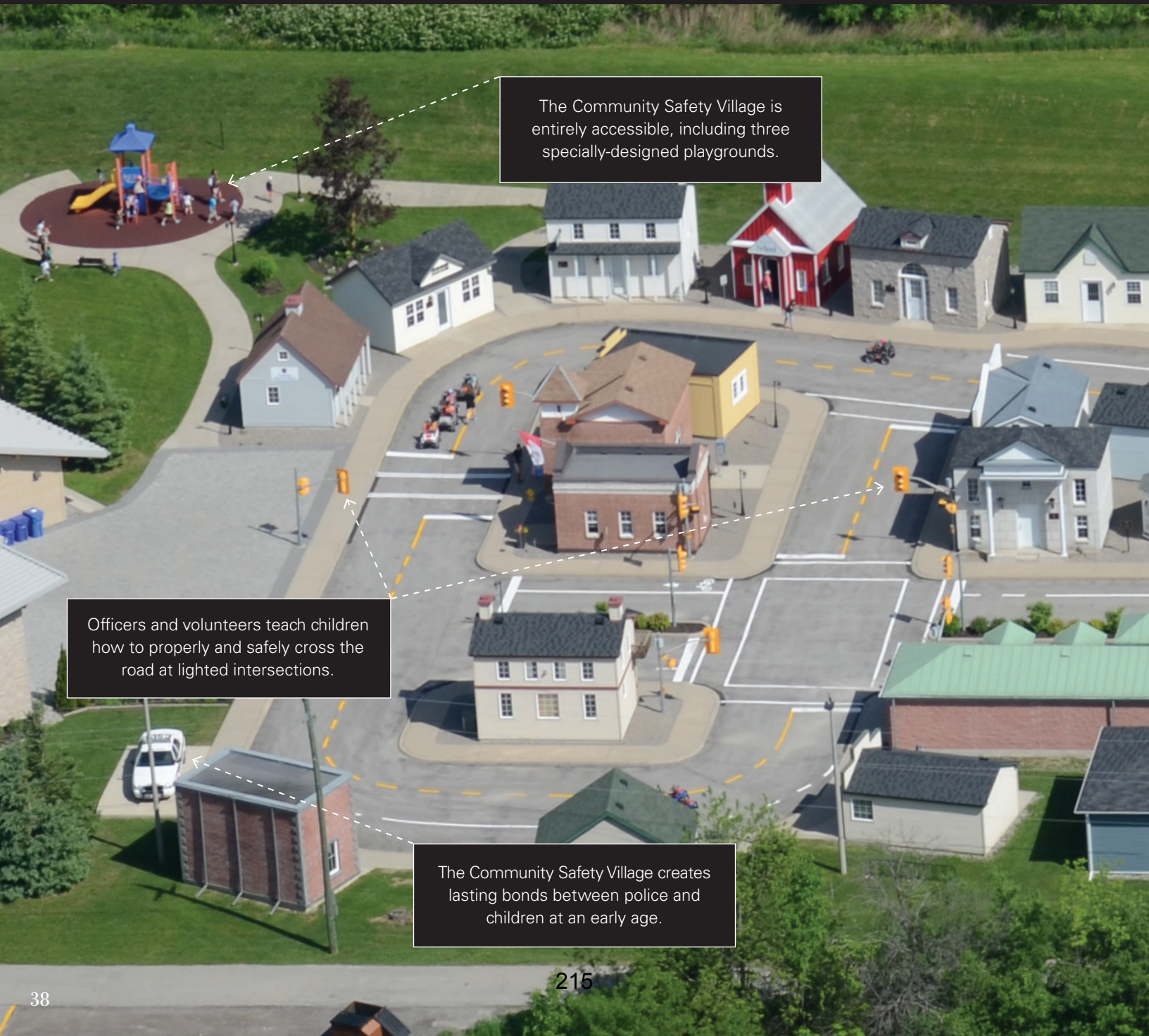
<b>JANUARY</b>		<b>JULY</b>	
<b>24</b>	Hockey Night in Newmarket	<b>12</b>	Auxiliary Graduation Ceremony
<b>FEBRUARY</b>		<b>AUGUST</b>	
<b>11</b>	Chief's Bowling Challenge for Big Brothers Big Sisters of York	<b>19 TO 26</b>	Canadian Association of Police Governance Conference
<b>14</b>	Black History Month	<b>SEPTEMBER</b>	
<b>MARCH</b>		<b>14</b>	United Way Fundraising Launch
<b>6</b>	International Women's Day	<b>25 TO 27</b>	National Police and Peace Officers' Memorial
<b>APRIL</b>		<b>OCTOBER</b>	
<b>12</b>	International Day for the Elimination of Racial Discrimination	<b>19</b>	40 <sup>th</sup> Anniversary of Women in Policing Celebration
<b>MAY</b>		<b>NOVEMBER</b>	
<b>2</b>	Asian Heritage Month	<b>6</b>	Remembrance Day Ceremonies
<b>3</b>	#2 District Police Memorial	<b>17</b>	MADD Candlelight Vigil
<b>12</b>	Police Appreciation Night	<b>DECEMBER</b>	
<b>13</b>	Rob Plunkett Memorial Torch Run	<b>5</b>	Holidays in the Village
<b>23</b>	10 <sup>th</sup> Anniversary of the Community Safety Village	<b>8</b>	Menorah Lighting
<b>JUNE</b>		<b>12</b>	Citizenship Ceremony
<b>7</b>	Ride 4 Styles	<b>14</b>	Chief's Holiday Fundraiser
<b>9</b>	Seniors' Day		
<b>17</b>	Volunteer Appreciation Dinner		
<b>19</b>	Bill Fisch Building Dedication		
<b>20</b>	Special Olympics Plunkett Softball Tournament		



# COMMUNITY SAFETY VILLAGE HITS DOUBLE-DIGITS

York Regional Police marked the 10th anniversary of the Community Safety Village in 2015. Since opening its doors, more than 400,000 children have benefitted from fire, water, traffic and Internet safety programs. The village also plays host to numerous community events each year, including Seniors' Safety Days, Halloween in the Village, Holidays in the Village and five weeks of summer camps.

What's truly amazing is every penny of the money needed to create this space was donated by our community partners. Without the ongoing support of our corporate sponsors, local organizations and businesses, the Region of York and hundreds of local residents, we could not continue to offer these exceptional safety programs. The Community Safety Village has truly made a difference in our community.



The Community Safety Village is entirely accessible, including three specially-designed playgrounds.

Officers and volunteers teach children how to properly and safely cross the road at lighted intersections.

The Community Safety Village creates lasting bonds between police and children at an early age.



COMMUNITY PARTNERS RAISED  
**MORE THAN  
\$4.5 MILLION**  
TO FUND THE CONSTRUCTION OF THE  
COMMUNITY SAFETY VILLAGE

**THE VILLAGE**  
HAS WELCOMED MORE THAN  
**400,000 CHILDREN**  
SINCE OPENING ITS DOORS  
**IN MAY 2005**

THERE CAN BE NO MORE THAN  
**16 MINIATURE JEEPS**  
ON THE ROADS OF THE VILLAGE  
**AT THE SAME TIME**  
\* ANY MORE VEHICLES WOULD CAUSE  
A MAJOR MINI TRAFFIC JAM



Children learn important water-safety lessons at a 15-foot instructional pool.

Working wigwags and train tracks show children the importance of being safe when crossing railways.







# REACHING OUR DIVERSE COMMUNITIES THROUGH OUR ETHNIC MEDIA PARTNERS

A group of dedicated media outlets and community leaders partnered with York Regional Police to prove the power of the press in 2015.

The Investigative Services Community Advisory Council (ISCAC) is a group of media professionals and community leaders assembled by members of Investigative Services. The council was established in an effort to strengthen ties between police and citizens who trace their ancestries to all corners of the globe.

"We need residents across the region feel comfortable enough to report crime to police, regardless of the language they speak or the country in which they were born," said Superintendent Bill Sadler. "They need to know we're working to ensure they feel safe and secure."

In partnership with Greater Toronto Area ethnic media outlets, York Regional Police issued a series of crime prevention and safety-themed messages over a one-year period, which were then translated by the outlets into various languages before being published and distributed.



Constable Amaree Watkis speaks to a member of an ethnic news channel to illustrate the importance of diversity in York Region.

Following its launch at an April 8 press conference, the program covered topics ranging from senior scams to sex trafficking. The ads could be found in Russian, Chinese and Farsi language publications, as well as English-based Jewish and Persian magazines.

"These are messages that we have been speaking to in mainstream media for years," said Superintendent Sadler. "But our diverse residents often turn to diverse media to get their news, and we will continue to work hard to reach them there."

## SHOWCASING OUR ETHNIC MEDIA

Celebrating diverse media was the theme at the YRP International Day for the Elimination of Racial Discrimination event on April 12.

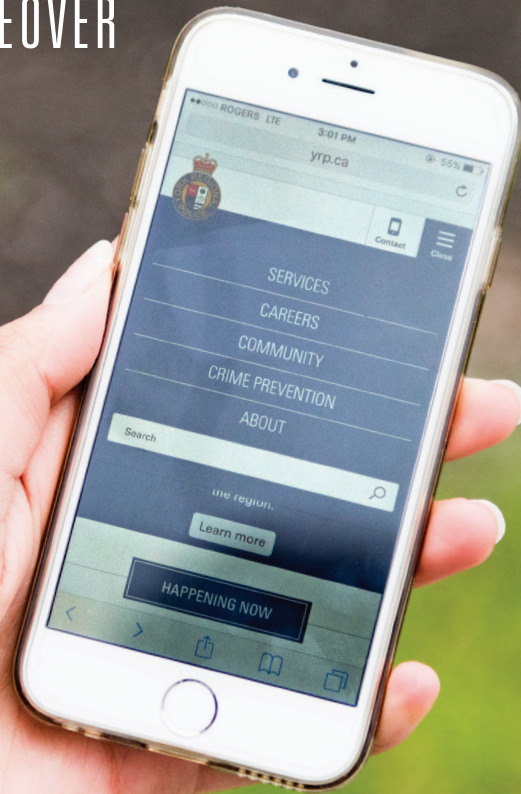
"Diverse media outlets pull people across the region closer together, regardless of culture," said Inspector Ricky Veerappan. "It's important we celebrate that accomplishment."

The event drew a crowd of 1,200 and featured a speech from the president of the National Ethnic Press and Media Council of Canada, Thomas Saras.

"Any act of hatred or discrimination is an attack on our democratic society," Saras said. "York Regional Police recognizes this and works to promote diversity, equity and inclusion."

# SPINNING A NEW WEB

## YRP.CA GETS AN EXTREME MAKEOVER



Visitors to yrp.ca were greeted with a brand new website on April 13, 2015. The mobile-friendly site boasts a real-time events calendar, Google translation capabilities in nearly 80 languages and Accessibility for Ontarians with Disabilities Act (AODA)-compliant accessible images and text.

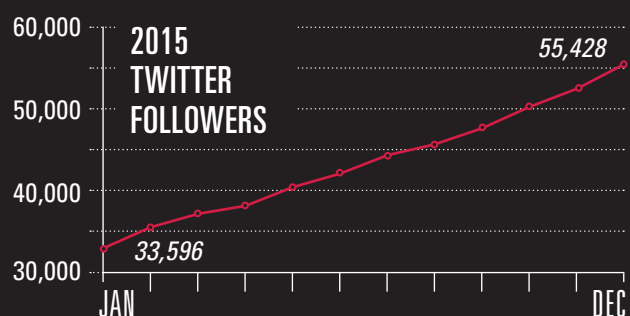
The new-and-improved yrp.ca represented its first makeover in seven years and so far, it has passed the test of the public. Results to a website satisfaction survey hosted on the site have been overwhelmingly positive.

"We aimed to create a website that would properly reflect the progress we've made as an organization," said Chief Eric Jolliffe.

"But it also had to be functional and accessible, so people of any age or cultural background could find what they were searching for," he added. "So far it has met all of our goals."

The website was built following an intensive research phase, which included analytics work, surveys and focus groups.

## IT'S NOT A POPULARITY CONTEST, BUT...





As members of our community continue to make the shift online, we are committed to meeting them on the web. Each year, the organization continues to enhance its presence on [yrp.ca](http://yrp.ca) and our social media channels. We are always just a click away on Facebook, Twitter, YouTube, Pinterest, Flickr, Tumblr and Instagram.

For a list of *Behind the Badge* episodes, visit [yrp.ca/BehindTheBadge](http://yrp.ca/BehindTheBadge) or binge-watch our playlist at [youtube.com/officialyyp](https://youtube.com/officialyyp).

Have an interest in a particular unit not yet featured? Tell us what you want to see on social media by emailing us at [socialmedia@yyp.ca](mailto:socialmedia@yyp.ca).



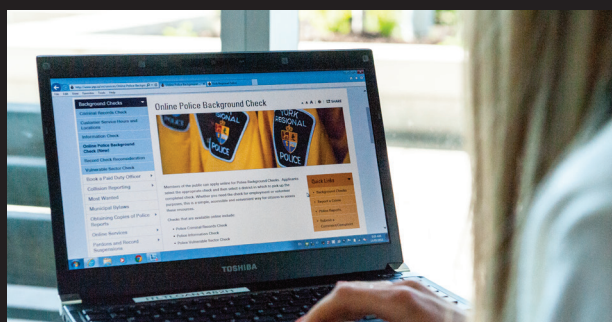
## INSTA-FAMOUS

Say cheese, YRP! The police service made its mark on Instagram in 2015, providing a fresh snapshot of our members at work in our community. The #awesome new profile quickly attracted more than 1,400 followers in eight months, following its launch in April. Connect with us at [instagram.com/officialyyp](https://instagram.com/officialyyp).



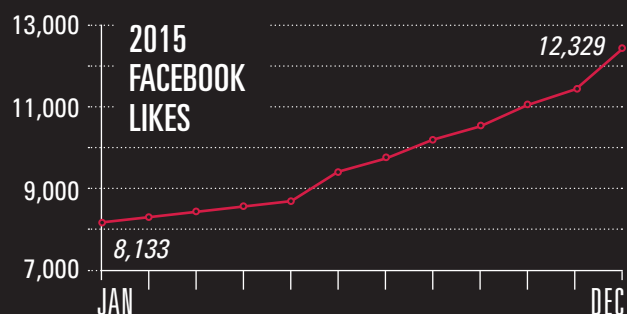
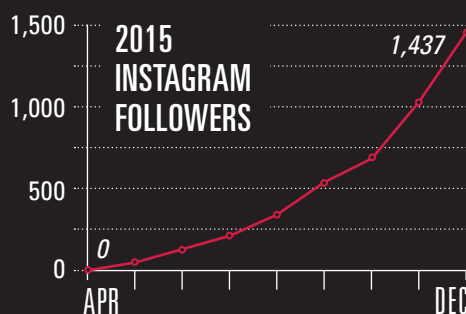
## YRP ON THE TUBE

Our YouTube audience got the chance to go behind the scenes with *Behind the Badge*, an exciting monthly YouTube series that offers an inside look at our most interesting units, as well as the cutting-edge technology our members use to do their jobs well.



## DO IT IN YOUR PYJAMAS

Looking to volunteer, or applying for a new job? Enjoy checking a police background check off your to-do list from the comfort of your own home at [yyp.ca/onlinechecks](http://yyp.ca/onlinechecks). Introduced in 2015, the new online checks allow citizens to leave lengthy lineups behind and can be picked up at your nearest public York Regional Police facility.











#### CHIEF FOR A DAY

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She learned how to take cover behind a ballistics shield, but 2015 Chief-for-a-Day contest winner Serena Saltarelli didn't hide from the spotlight during her brief stint at the helm of YRP.

After assuming command on April 27, Chief Saltarelli toured headquarters and received a tactical tutorial from the Emergency Response Unit. On May 12, the Grade 5 student delivered her contest-winning essay before 1,100 guests at Police Appreciation Night in Vaughan.



# SERVICE EXCELLENCE

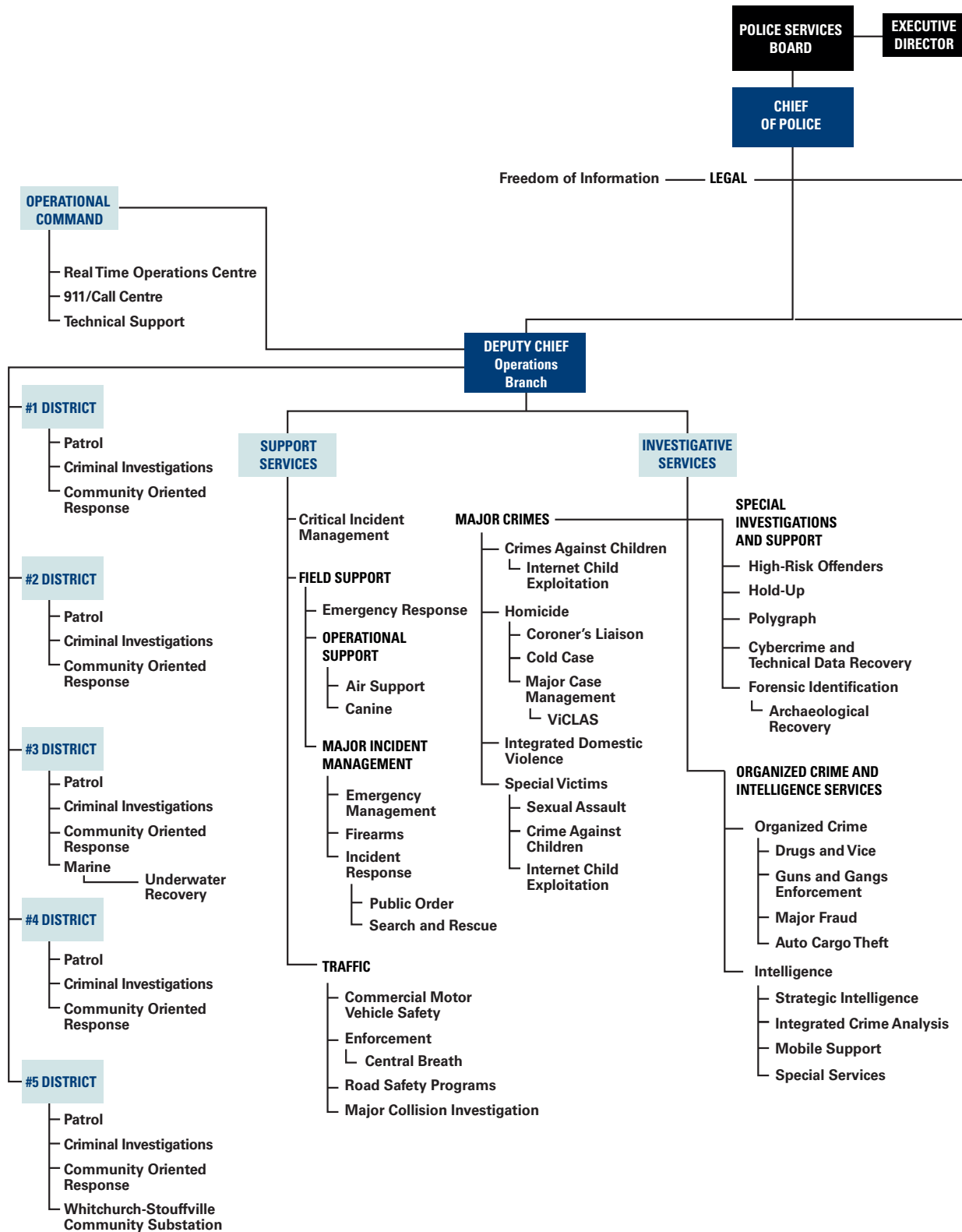
2015 RETIREES	40-YEAR SECOND BAR	CIVILIAN 30-YEAR PIN
Superintendent Gerry Milne Staff Sergeant Brad Bulmer Staff Sergeant Ian Clarke Staff Sergeant Brad McKay Staff Sergeant Craig Vaughan Detective Richard McVeity Detective Brian O'Rourke Detective David Wright Sergeant Russ Lauria Sergeant Jerry Robertson Sergeant Debra Shoniker Sergeant Kevin Smith Constable Graham Loram-Martin Constable Paul Middendorf Constable David Pellerin Rena Passas Don Holledge Frankie Smith Deborah Schwarz Laurie Morrison	Detective Fred Kerr	Desiree Amato
	<b>30-YEAR FIRST BAR</b>	Marion Morrison
	Superintendent Stan Colley Superintendent Tony Cusimano Superintendent Graeme Turl Inspector Dieter Boenheim Detective Kevin Byrnes Detective Steven Rowbottom Detective Joanne Waite	Leslie Nguyen
		<b>CIVILIAN 20-YEAR PIN</b>
		Christine Callaghan
		Donald Holledge
		Mary Pogson
		<b>VOLUNTEER OF THE YEAR</b>
		Lynn Symons
	<b>20-YEAR MEDAL</b>	<b>ORGANIZATIONAL AWARDS</b>
	Detective Sergeant Jacqueline Wilson Staff Sergeant Sandra Staley Detective Richard Yellapah Sergeant Patrick Mahon Constable Peter Dunn Constable Edward MacDonald Constable Janice Smissen	—> York Regional Police received nearly 40 organizational awards in 2015, including four Human Rights Relations Gold Medal Awards for outstanding contributions to race relations. Highlighting excellence in the line of duty, nine members received St. John Ambulance awards, including a Marine Unit officer who administered CPR to save the life of an 18-month-old child.

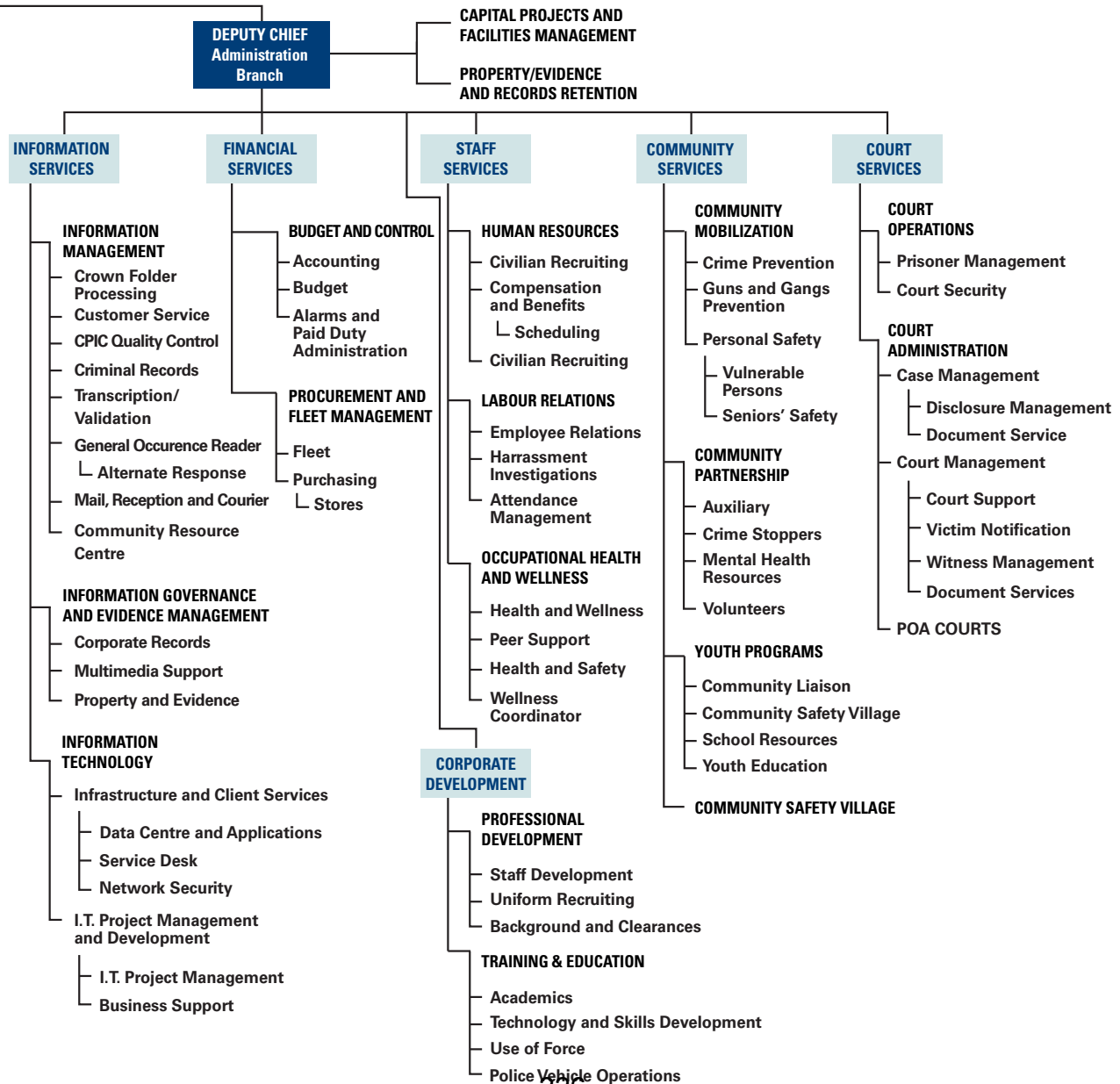
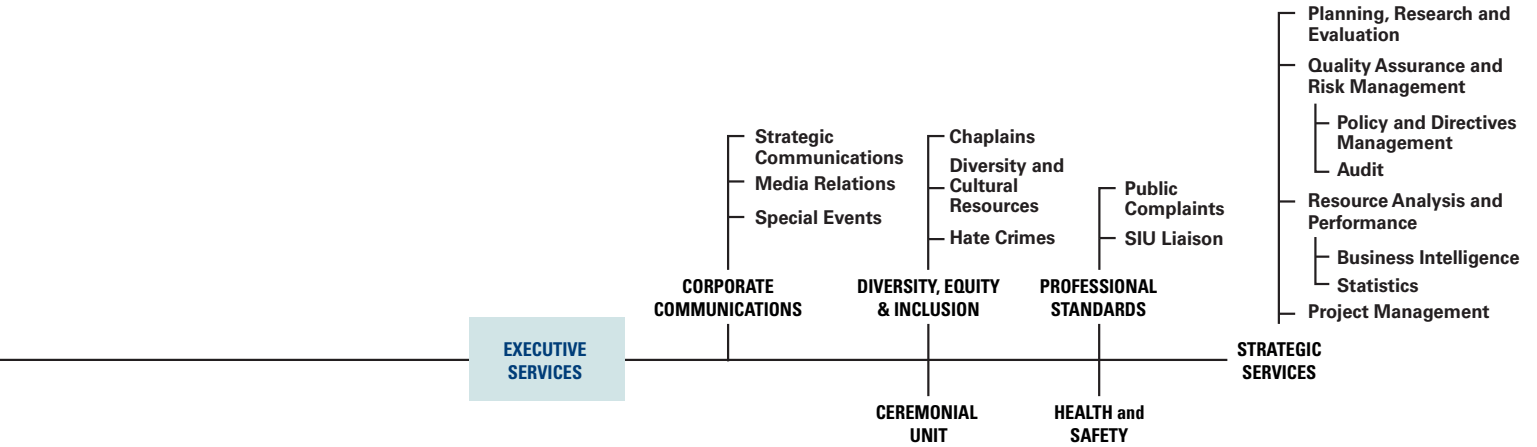


## 2015 POLICE APPRECIATION NIGHT AWARDS

<b>ROB PLUNKETT OUTSTANDING SERVICE TO THE COMMUNITY</b>	Detective Constable Jeffrey Chabrzynski	<b>PROJECT TUGBOAT:</b>
Staff Sergeant Julie Provis	Detective Constable Sebastian Cultrera	Detective Sergeant Duncan MacIntyre
<b>HERBERT H. CARNEGIE AWARD</b>	Detective Constable Steve Galonomos	Detective Douglas Cole
Alicia Lauzon	Detective Constable Ryan Gay	Detective David Ecklund
<b>CIVILIAN RECOGNITION AWARD</b>	Detective Constable Jessica Hay	Detective James Wright
Carrie Rutledge	Detective Constable Richard Kearns	Detective Constable Thayalan Elaguppillai
<b>EXCELLENCE IN POLICING</b>	Detective Constable Daniel Moore	Detective Constable Kelly Firanski
<b>PROJECT TRADEMARK:</b>	Detective Constable Dalton O'Neill	Detective Constable Arden Guler
Detective Sergeant Donald Cardwell	Detective Constable Varien Paron	Detective Constable Daniel Hammond
Detective Dean Anderson	Detective Constable Daniel St. Amand	Detective Constable John Nechay
Detective William Newton	Detective Constable Gregory Whyte	Detective Constable Remo Romano
Detective William Rinna	Crime Analyst Dave Tomlin	Detective Constable Kevin Selwood
Detective Tracey Turner		Crime Analyst Susan Dunlop

# YORK REGIONAL POLICE ORGANIZATIONAL CHART









2015 marked the second year of the current business plan, which sets organizational goals from 2014 to 2016.

To read the business plan, past annual reports or any other long-form publication issued by York Regional Police, visit [yrp.ca/publications](http://yrp.ca/publications).



## 2015 BUSINESS PLAN ACCOMPLISHMENTS

COMMUNITY FOCUS	OPERATIONAL EXCELLENCE
<ul style="list-style-type: none"> <li>Updated the victim's assistance procedure, pamphlet and other victim-related material</li> </ul>	<ul style="list-style-type: none"> <li>Implemented a new Traffic Management Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Established a mental health co-responder model in collaboration with external partners</li> </ul>	<ul style="list-style-type: none"> <li>Implemented the Data Driven Approach to Crime and Traffic Safety (DDACTS)</li> </ul>
<ul style="list-style-type: none"> <li>Incorporated Ontario's Community Mobilization and Engagement Model in all crime prevention presentations to public and external partners</li> </ul>	<ul style="list-style-type: none"> <li>Completed the Call Prioritization Project</li> </ul>
<ul style="list-style-type: none"> <li>Collaborated with the York Region Bully Prevention Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Members of York Regional Police completed the 2015 Pan Am Games Incident Management System training and were successfully deployed throughout the Games</li> </ul>
PREFERRED PLACE OF EMPLOYMENT	SUPERIOR QUALITY SERVICE
<ul style="list-style-type: none"> <li>York Regional Police was recognized as one of Greater Toronto's Top 2016 Employers</li> </ul>	<ul style="list-style-type: none"> <li>Updated the York Regional Police website, including a language translation feature</li> </ul>
<ul style="list-style-type: none"> <li>Provided Road to Mental Readiness training to all members to assist in mental health awareness</li> </ul>	<ul style="list-style-type: none"> <li>Increased hate crime awareness training</li> </ul>
<ul style="list-style-type: none"> <li>Incorporated the Professional Code of Ethics into the training strategy</li> </ul>	<ul style="list-style-type: none"> <li>Implemented new online background check application and enabled citizens to pick up background checks at any York Regional Police facility</li> </ul>
<ul style="list-style-type: none"> <li>Enhanced promotion of the Employment Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>Revamped the Communications Strategy to address external communications challenges and improve communication in a crisis</li> </ul>
<ul style="list-style-type: none"> <li>Implemented a cadet program</li> </ul>	
<ul style="list-style-type: none"> <li>Added 33 sworn and 13 civilian members to authorized strength</li> </ul>	





## CODE OF PROFESSIONAL ETHICS

- Understand their primary responsibility is to share with the community the responsibility for improving quality of life by safeguarding lives and property, preventing and investigating offences and preserving peace and order
- Are guided by the values of the service which include our people, community, integrity, leadership, accountability, competence and teamwork
- Appreciate the importance and responsibility of their positions as a symbol of public faith, adhering to the same standards of conduct that they are bound by duty to enforce
- Preserve the rights and freedoms of all individuals in accordance with the Canadian Charter of Rights and Freedoms and Ontario Human Rights Code
- Faithfully administer the law in a just, impartial and reasonable manner to all individuals, regardless of race, national or ethnic origin, colour, religion, gender, age, mental or physical disability, or sexual orientation
- Understand and encourage continuing awareness of the culturally-diverse nature of York Region, remain responsive to community issues and concerns, and are committed to developing and enhancing community partnerships
- Never permit personal feelings, animosities or friendships to influence professional decisions and actions and refrain from accepting gratuities or favours that may compromise them as individuals or members of York Regional Police
- Perform their duties within the limits of authority and recognize the importance of consistently enhancing their level of knowledge and competence
- Ensure good faith in all their actions and respect the confidentiality of any information obtained in the course of duty
- Remain faithful in their allegiance to Canada and strive to attain excellence in the performance of their duties

OUR PEOPLE  
*community*  
INTEGRITY  
*leadership*  
ACCOUNTABILITY  
*competence*  
TEAMWORK

**OUR VISION**

To make a difference in our community

**MISSION STATEMENT**

We will ensure our citizens feel safe and secure  
through excellence in policing





表現就是明證

ਕਰਮ ਬੋਲਦੇ ਹਨ

Дела говорят сами за себя

Parlano i fatti

ਲਹਿੰਦਾ ਪਲਕੇ ਡਰਾਗਲਾਡੇ

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عمل گویاست

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THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

June 22, 2016

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**2015 York Region Transit Annual Report**

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**RECOMMENDATION**

1. That the Board receive this report pursuant to Section 52 of the Agreement between the Regional Municipality of York Police Services Board and the Regional Municipality of York.

**SYNOPSIS**

This report has been submitted in accordance with an Amending Agreement signed on February 13, 2008, between the Regional Municipality of York Police Services Board and the Regional Municipality of York. Section 52 of the Agreement requires the Region to annually report to the Board statistical information regarding enforcement activities, training, supervision, complaints and other issues of concern. A copy of the 2015 Annual Report for York Regional Transit Enforcement and Security is submitted with this report.

**FINANCIAL IMPLICATIONS**

There are no financial implications.

**BACKGROUND**

On September 14, 2005, the Board and the Region entered into a Joint Services Agreement to facilitate an eighteen-month pilot project dealing with Special Constables for York Region Transit. In June 2007, upon completion of the pilot project, the Ministry of Community Safety

and Correctional Services approved the program; and, on February 13, 2008, the Board and the Regional Municipality of York signed an Amending Agreement extending the Joint Services Agreement.

York Region Transit has an approved Special Constable workforce of three shift supervisors, 17 officers and an approved Fare Media Inspector workforce of eight in the Transit Enforcement and Security section. All newly-hired Special Constables must complete a comprehensive, four-week training course provided by a certified professional vendor. This initial training covers use of force and defensive tactics, conflict resolution, both federal and provincial legal authorities, tactical communications and officer safety. Final testing consists of academic, practical and judgmental components. The Special Constables also have to pass an annual requalification. This requalification is three days in length and consists of legislative information and updates, use of force, crisis intervention, diversity and court training.

Special Constable Appointments by the Board authorize the Special Constables to enforce a by-law that regulates the use of public transit vehicles and facilities in the Regional Municipality of York (#R-1415-2005-28). This includes the enforcement of proper fare payment, conduct on transit vehicles and the safety of all persons travelling on public transit vehicles or located on/in public transit facilities.

In addition, for the purpose of their appointment, the Special Constables have Peace Officer powers as set out in the *Criminal Code*. They enforce sections dealing with obstructing or resisting a peace officer, obstructing justice, false pretenses, forgery, uttering a forged document, fraud under \$5,000 and fraud in relation to fares.

Originally, the geographic jurisdiction of the Special Constables was restricted to the property and vehicles under the control of the Regional Municipality of York and situated within the boundaries of the Region. A Memorandum of Understanding with the Toronto Police Services Board allowing York Region Transit Special Constables the authority to enforce the *Trespass to Property Act* within the City of Toronto has been in effect since January 1, 2010.

General supervision of the Special Constables comes under the Transit Enforcement Supervisor. This Special Constable holds an office position and is responsible for all aspects of the York Region Transit Special Constables Program, including human resource issues, training, supervision, complaints and discipline. He has received additional training in all of these areas. He is a member of the Municipal Law Enforcement Committee and is on the Board of Investigation and Enforcement Directors Council of Ontario, which includes other agencies such as the Ministry of Transportation of Ontario, the Ministry of Natural Resources and the Ministry of Finance.

All public complaints relating to staff conduct, security and safety, fare evasion and fine disputes are forwarded to the Enforcement Supervisor for review, assessment and investigation. Serious complaints relating to the conduct of Special Constables are forwarded to York Regional Police Professional Standards Bureau for further investigation. There were 42 complaints lodged in 2015; of which, all were identified as unsubstantiated by York Region Transit and did not require the involvement of York Regional Police.

The following chart depicts the number of complaints received annually over the last five years.

**York Region Transit Special Constables Historical Public Complaints**

<b>Year</b>	<b>Number Of Complaints</b>	<b>Investigated By York Region Transit</b>	<b>Investigated By York Regional Police</b>
2011	76	74	2
2012	79	79	0
2013	80	78	2
2014	39	38	1
2015	42	42	0

In 2015, the York Region Transit Enforcement and Security section worked in conjunction with York Regional Police on the following operational undertakings:

- Foot patrol and community engagement on York Region Transit buses and at York Region Transit Terminals;
- Providing access to bus and station security video in the York Regional Police Real Time Operations Centre;
- Ensured rider confidence and safety by collaboratively staffing stations during the launch of the Davis Drive Rapidway in Newmarket;
- Conducted joint Proof-of-Payment patrols with York Regional Police Community Oriented Response units;
- Introduced a P25 Standard Public Safety Radio System for staff that integrates with York Regional Police communications system; and,
- Participated in a Hate Crime Prevention Community education and awareness strategy.

The attached 2015 Annual Report from York Region Transit Enforcement satisfies Section 52 of the Agreement between the Regional Municipality of York Police Services Board and the Regional Municipality of York. York Regional Police staff will continue to liaise with York Region Transit staff to ensure the terms of the Agreement are fulfilled.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:gt

Accessible formats or communication supports are available upon request.







# 2015 Annual Report

YORK REGION TRANSIT ENFORCEMENT AND SECURITY







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## Background

In September 2005, York Region Transit (YRT/Viva) began operating its Viva bus rapid transit service. This service uses an off-board fare collection system commonly known as *proof-of-payment*.

A Joint Services Agreement was established between York Region and The Regional Municipality of York Police Services Board to provide a Special Constable program for the new service. The YRT/Viva Enforcement and Security section would provide transit revenue protection and security services in partnership with York Regional Police (YRP).

The Transit Special Constable program was introduced as an 18-month pilot project with the launch of Viva. In June 2007, the program received permanent approval by the Ministry of Community Safety and Correctional Services.

In 2010, the jurisdiction for Enforcement and Security expanded into the City of Toronto through a formalized agreement with the Toronto and York Regional Police Services Boards.

As part of the Joint Services Agreement, Transit Enforcement and Security must provide an Annual Report to the Toronto and York Regional Police Services Boards outlining all Special Constable activities including recruitment, training, complaints and statistics. The Annual Report includes all YRT/Viva Enforcement and Security's activities including both classes of positions; Special Constables and Fare Media Inspectors.

In 2015, YRT/Viva had an approved workforce of 17 Special Constables and eight Fare Media Inspectors.

# Staffing

## Supervision

The YRT/Viva Enforcement and Security unit consists of 30 positions.

General supervision of the unit is provided by Shift Supervisors who report to the Manager.

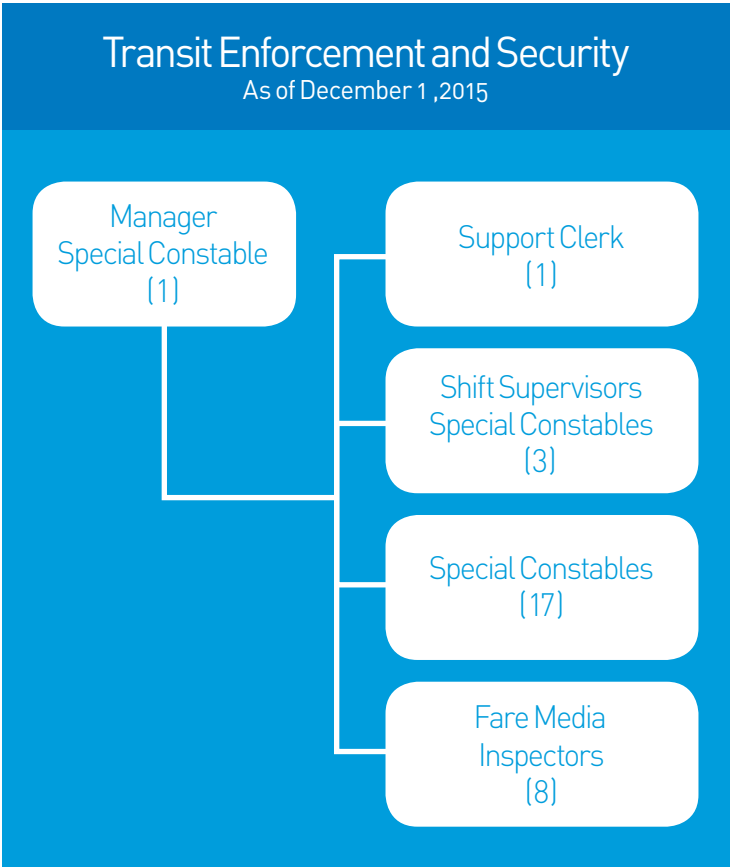
Uniformed Special Constables provide dedicated security and law enforcement duties, and maintain revenue protection through fare inspection.

Fare Media Inspectors also provide additional fare inspection and customer service functions.

## Staffing changes

In 2015, there were two appointments and two Special Constable resignations.

Three Fare Media Inspectors were hired filling vacant positions due to promotion, retirement, and temporary leaves.



### Appointments ( Jan. 1 to Dec. 31 )

Total applications	New	Resumed	# of Special Constables
2	2	0	2

### Attrition ( Jan. 1 to Dec. 31 )

Terminations	Suspensions	Resignations	Retirements
0	0	2	0

### **Affiliations and associations**

YRT/Viva Enforcement and Security maintains membership with the following organizations:

1. Ontario Association of Chiefs of Police (OACP)
2. Association of Black Law Enforcers (ABLE)
3. Municipal Law Enforcement Officers' Association of Ontario (MLEAO)
4. Prosecutors' Association of Ontario (PAO)
5. Ontario Police Video Training Alliance (OPVTA)
6. Canadian Police Knowledge Network (CPKN)
7. ASIS International (ASIS)



### **Equipment**

The following equipment is issued to all Special Constables:

- Wallet badge with wallet and agency identification card
- Soft body armour with internal and external carriers
- Two sets of standard handcuffs with cases
- Expandable baton with carrier
- Container of OC foam with carrier
- Serialized memo book with carrier
- Flashlight with carrier
- Forge cap/hard hat
- Reflective safety vest

# Training and Professional Development

In 2015, outside annual recertification training, YRT/Viva Enforcement and Security participated in additional training sessions to raise staff awareness and development.

Mandatory			
Course/topic	Delivered by	Duration	No. staff trained
Annual Use of Force Recertification	The Control Institute Professional Vendor	24 hours	22
Basic Special Constable Training	The Control Institute Professional Vendor	22 hours	2
Basic Fare Inspector Training	The Control Institute Professional Vendor	2 weeks	3
Standard First Aid & CPR Recertification	Red Cross c/o YRT instructor	4 hours	22
Standard First Aid & CPR Initial	Red Cross c/o YRT instructor	6 hours	4

Outreach and awareness			
Course/topic	Delivered by	Duration	No. staff trained
Alzheimer's Awareness	Alzheimer Society of York Region	2 hours	12
Animal Protection	OSPCA	2 hours	12
Crisis Intervention with the Hostile & Aggressive Individual	Canadian Training Institute	12 hours	3
Diversity	YRP Diversity Equity and Inclusion Bureau	4 hours	5
Social Media in Law Enforcement	Hosted by Niagara Regional Police Service	3 days	3
Suicide Alertness	SafeTALK – Living Works	7 hours	23
The Engaged & Healthy Workforce Lecture	Blue Line	8 hours	1
Working with Autistic Children, Youth and Young Adults	Kennedy House Youth Services	7 hours	5
YRT/Viva Accessibility for Ontarians with Disabilities Act (AODA)	York Region Transit Mobility Plus	2 hours	14





#### External and Canadian Police Knowledge Network (CPKN)

Course /topic	Delivered by	No. staff trained
Customer Service in Police Environment	CPKN	23
Fitness Appraiser Certification	Hosted by Toronto Police Service	2
Homelessness Awareness	CPKN	23
Joint Health & Safety Committee Certification P1	OSG	3
On Combat	Grossman Academy	1
Physical Systems Master Planning	ASIS International	1
Transit Supervisor Certification Course	Transportation Safety Institute	1
Youth at Risk	CPKN	23

# Reporting

In 2015, YRT/Viva Enforcement and Security investigated 3,169 occurrences. They are listed by category.

## Reporting trends (2012–2015)

Occurrence type	2012	2013	2014	2015
Assault	22	14	19	21
Assistance (assist passenger/medical)	115	133	***145	***154
Bomb threat	2	1	1	1
Breach of probation	0	0	0	0
Damage to property	72	67	116	120
Digital audio request	0	0	2	5
Disturbance	77	84	46	51
Drugs/drug paraphernalia	1	7	15	7
Fare dispute	11	15	18	21
Fire	5	2	4	4
Fraud	28	43	29	60
Indecent act	1	2	0	2
Information	12	7	15	6
Mischief	2	1	2	3
Missing person	2	7	2	5
Motor vehicle collision	36	9	17	11
No category	5	4	0	0
Obstruct peace officer	1	0	0	0
Other	11	5	10	9
Policy violation	5	1	2	1
Property	498	338	*478	*593
Robbery	0	0	1	0
Safety/security concern	49	42	62	49
Safety/security hazard	2	4	8	5
Seized video	1,300	1,660	2,395	1,955
Special detail/ request to investigate	11	30	**164	**58
Suspicious incident	10	3	9	15
Terrorist incident	0	0	0	0
Theft	2	3	4	5
Uttering threats	3	3	2	4
Vehicle concerns	2	1	0	2
Warrants – arrest	1	1	1	0
Weapons	1	5	4	2
<b>Totals</b>	<b>2,287</b>	<b>2,492</b>	<b>3,571</b>	<b>3,169</b>

\* Lost and found property processed by YRT/Viva Enforcement and Security received from the contractors.

\*\* Special detail includes follow up investigations to concerns reported by customers and staff. Increase due to enhanced reporting.

\*\*\* Increased reported occurrences due to staffing at terminals.



In 2015, seized video, lost and found property and assistance (assist passenger/medical) were the top three types of occurrences investigated by YRT/Viva Enforcement and Security.

### **Property**

In 2015, YRT/Viva Enforcement and Security processed 593 pieces of property into evidence lockup. Property that was secured as lost and found or was no longer required for court or investigative purposes was either returned to the lawful owner, or disposed of in accordance with the YRT/Viva Enforcement and Security policy for disposal of property.

All monies are turned over to the YRT/Viva Finance section while all items of value are donated to a local charity. Eyeglasses, cell phones and batteries are recycled. All other items are destroyed. Every item is itemized and a disposition record is maintained for audit purposes.

### **Complaints**

All public complaints relating to staff conduct, safety/security, fare evasion and warning/fine disputes are forwarded to YRT/Viva Enforcement and Security Shift Supervisors for review, assessment and investigation.

Complaints relating to Special Constable conduct are reviewed by the Manager of Enforcement and Security. If the allegations meet the requirements of the complaint criteria under 'Schedule E' of the Joint Services Agreement, they are forwarded to the York Regional Police Professional Standards Bureau for Investigation.

Adjudication and penalties are the responsibility of the Manager of Enforcement and Security. Complainants are advised of the findings of all investigations. All complaints are investigated in accordance with YRT/Viva Enforcement and Security procedures, and are within the parameters of the Joint Services Agreement and all Regional policies and procedures.

Investigation findings pertaining to Special Constable and Fare Media Inspector conduct complaints are defined and categorized as follows:

### Unsubstantiated

- No evidence exists to support the allegation; or
- Evidence exists and if believed, would not constitute misconduct; or
- The identification of the Special Constable or Fare Media Inspector involved cannot be established

### Substantiated

- Complaint found to be supported by statements or evidence

### Informal resolution

- May include an apology, an explanation by a management member and referral to education, training or various forms of mediation

### Complaint investigations

Complaints	by YRT/Viva	by YRP	Resolved	Outstanding
42	42	0	42	0

### Complaints by position

Position	Received	Unsub-stantiated	Sub-stantiated	Informal resolution
Special Constable	18	18	0	0
Fare Media Inspector	24	24	0	0

### Use of Force (UOF) reporting

Type of force used	Number of incidents	UOF report submitted
Expandable baton	1*	1
OC foam	1*	1

\* Equipment drawn but not deployed



# 2015 Enforcement Statistics



## Criminal Code of Canada

Section number and charge	2012	2013	2014	2015
Sec. 129 Obstruct Peace Officer	1	0	0	0
Sec. 139 (2) Obstruct justice	0	0	0	0
Sec. 362 (2)(b) False pretense under \$5,000	0	0	0	0
Sec. 366 Forgery	0	0	0	0
Sec. 368 Uttering forged document	0	1	0	0
Sec. 380 Fraud under \$5,000	0	1	0	0
Sec. 393 Fraud in relation to fares	28	38	29	60
<b>Total</b>	<b>29</b>	<b>40</b>	<b>29</b>	<b>60</b>

## Provincial offences – no arrest

Occurrence type	2012	2013	2014	2015
Liquor License Act	13	15	19	18
Trespass to Property Act	30	11	26	28
<b>Total</b>	<b>43</b>	<b>26</b>	<b>45</b>	<b>46</b>

## Provincial offences – arrest

Occurrence type	2012	2013	2014	2015
Liquor License Act	1	6	7	9
Mental Health Act	1	0	0	2
Trespass to Property Act	11	10	4	3
<b>Total</b>	<b>13</b>	<b>16</b>	<b>11</b>	<b>14</b>

- 1 Decrease resulting from 56 days of free transit service following the 2011/2012 bus operator strike
- 2 Increased offences issued due to terminal staffing and enhanced deployment changes
- 3 Increased revenue collected through scheduling improvements and court process

\* Higher inspection totals due to the introduction of the Unclassified Inspections Program on conventional services.

\*\* Decrease of evasions resulting from 96-day bus operator strike and 56 days of free YRT/Viva services.

## 2015 revenue protection statistics

Provincial offences		Fine revenue recovery	
Year	Number of tickets filed	Year	Amount
2012	2,416 <sup>1</sup>	2012	\$139,965
2013	4,099	2013	\$203,978
2014	5,288	2014	\$268,739
2015	5,907 <sup>2</sup>	2015	\$321,880 <sup>3</sup>

## Annual system inspections and evasions

Year	Fares inspected	Evasions	Evasion rate %
2012	526,270*	3,853**	0.73
2013	465,151	7,473	1.61
2014	664,840	6,655	1.00
2015	498,203	7,338	1.47

## Fare box unclassified revenue by contractor

Contractor	Revenue	Unclassified revenue	Unclassified revenue %
Transdev	\$4,191,796.24	\$119,010.08	2.84
Miller Transit	\$2,244,739.00	\$54,682.17	2.44
Tok Transit	\$1,349,421.50	\$34,607.68	2.72



## 2015 Major Accomplishments

- Increased fare revenue recovery through the enforcement, auditing and monitoring of revenue data for conventional transit services
- Increased fine revenue by 20 per cent by refining the court process, strategic enforcement and staff scheduling
- Partnered with York Regional Police:
  - Diversity educational campaign
  - Community oriented response for proof-of-payment system activities
  - Safety and security initiatives
- Community outreach:
  - Further developed outreach programs with 360 Kids youth outreach services
  - Participated in presentations to local high schools
- Davis Drive rapidway launch:
  - Station staffing
  - Organized YRP Paid Duty Officers
  - Provided customer education
- 2015 Pan Am and Parapan Am Games:
  - Safety and security within the YRT/Viva system
  - Crowd control and passenger loading
  - Customer service







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50 High Tech Road, 5<sup>th</sup> floor, Richmond Hill, ON L4B 4N7  
[transitinfo@york.ca](mailto:transitinfo@york.ca) | [yrt.ca](http://yrt.ca)



# THE REGIONAL MUNICIPALITY OF YORK POLICE SERVICES BOARD

Report of the Executive Director – June 22, 2016

## Approval of Matters During Summer Recess

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### RECOMMENDATIONS

1. That during the summer recess period from June 23, 2016 to September 20, 2016, the Chair and the Chief of Police (or his delegate), or in the absence of the Chair, the Vice Chair and Chief of Police (or his delegate) be authorized to:
  - (a) Award and execute contracts and other forms of commitment where such matters are not otherwise currently delegated by the Board, including leases; and
  - (b) To approve the exercise of the Board's rights and remedies at law including termination of contracts and settlement of claims, appeals and other matters before the courts or administrative tribunals.
2. The exercise of this authority be subject to the following conditions:
  - (a) The Chair and the Chief of Police (or his designate) or in the absence of the Chair, the Vice Chair and Chief of Police (or his designate) being satisfied that the authorization is required to prevent interruption of service delivery or to avoid incurring unnecessary costs;
  - (b) A memorandum outlining the necessity of such requests be submitted to the Chair and the Chief of Police by the respective Officer in Charge;
  - (c) Any contracts or documentation be subject to review and approval by Legal Services as to form and content; and
  - (d) A report be submitted to the Board at its meeting on September 21, 2016 only to advise of the approval of any contracts under this authority.
  - (e) Reporting is only required if any commitments have been made under this authority.

### PURPOSE

The purpose of this report is to seek the Board's authorization to delegate approval of certain matters that are not already delegated to staff, in order to ensure the continuity of service delivery over the summer months.

The Board's Purchasing Bylaw delegates the authority to award and execute contracts for goods and services subject to certain conditions and expenditure limits. The Purchasing Bylaw also provides that the Chief may award any contract during any period that regular Board Meetings are suspended including the summer recess, provided a report is submitted when the Board resumes setting out the details of any contract awarded.

Although the Purchasing Bylaw assists in ensuring business continuity of procurement (sections 6.18, 6.19), there are some matters which are not governed by the bylaw and which would still require Board authority. For instance, leases are not governed by the bylaw. In addition, the extension of existing agreements which may not be the subject of a competitive process may also require Board authority. As well, matters before the courts or tribunals may need resolution during the summer recess.

The Board's Delegation of Signing Authority Policy authorizes the Chair or Vice-Chair to execute contracts and agreements but only where such agreements have been authorized by the Board. Such authorization cannot be obtained during the Board's summer recess.

## **ANALYSIS AND OPTIONS**

During the recess period (June 23 to September 20, 2016) authorization may be required to approve contracts and authorize leases that are not currently authorized by the Purchasing Bylaw. Other matters that may require resolution include contract disputes, litigation matters and issues arising during hearings (for example, judicial review). In these circumstances, it is recommended that the authority to make such commitments be jointly delegated to the Chair and the Chief. It is also recommended that certain procedures be put in place as follows:

- That a memorandum be submitted by the respective Officer in Charge indicating the need for the approval;
- That any contract or other form of commitment be subject to review and approval by Legal Services; and
- That the authorization to approve the transaction or activity is required to prevent interruption of service delay or to avoid incurring extra costs.

A similar practice has been established in past years to ensure continuity of service delivery.

## **FINANCIAL IMPLICATIONS**

Any commitment authorized under the approval process set out in this report will be subject to funds being available in the 2016 budget.

## **CONCLUSION**

In order to ensure continuity of service delivery during the recess period, it is recommended that a process be adopted as set out in this report of matters not currently authorized by the Purchasing Bylaw or other delegated authorities. The authority would be exercised only where strictly essential and would be subject to a report to the Board at its meeting on September 21, 2016 to advise of any commitments made under this authority.

Mafalda Avellino  
Executive Director

## REGIONAL MUNICIPALITY OF YORK POLICE SERVICES BOARD

Report of the Executive Director – June 22, 2016

### Amended Respect in the Workplace Policy

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#### RECOMMENDATION

1. That the Board approve the amended Respect in the Workplace Policy to include the changes to the *Occupational Health and Safety Act*, attached as Appendix A.

#### PURPOSE

The purpose of this Report is to advise the Board of Bill 132 - changes to the Ontario *Occupational Health and Safety Act* (OHSA) and the Board's new obligations under the OHSA. This report also recommends amendments to the Board's Respect in the Workplace Policy to reflect changes to the legislation.

#### BACKGROUND

On March 8, 2016, Bill 132 received Royal Assent at the Legislative Assembly of Ontario. Bill 132 amends various existing statutes with respect to sexual violence, sexual harassment and domestic violence. For employers, Bill 132 presents important workplace-related changes. The new amendments to the OHSA require employers to implement specific workplace harassment policies and programs and ensure that incidents and complaints of workplace harassment are appropriately investigated. The Bill comes into force on September 8, 2016 and in order to be compliant, all policies and programs related to workplace harassment must be updated before the in-force date.

Bill 132 expands the OHSA's definition of "workplace harassment" to include "workplace sexual harassment", defined as:

1. Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or
2. Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

The changes will obligate an employer to develop, maintain, and review at least annually, a written program that implements the employer's workplace harassment policy. In addition, employers must provide employees with training on the contents of their workplace harassment policies and program. The content will include at minimum:



- measures and procedures for employees to report incidents of workplace harassment to a person other than the employer or supervisor, if the employer or supervisor is the alleged harasser;
- how incidents or complaints of workplace harassment will be investigated and dealt with;
- how information obtained about an incident or complaint of workplace harassment, including identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for investigating, taking corrective action, or by law; and
- how an employee who has allegedly experienced workplace harassment and the alleged harasser (if he or she is an employee) will be informed of the results of the investigation and of corrective action that has been, or will be, taken.

## **TRAINING REQUIREMENTS**

The Chief of Police is required to provide member training on the contents of the policy, procedures and programs pertaining to workplace harassment and violence.

## **FINANCIAL IMPLICATIONS**

There will be financial implications association with the program development and training.

## **CONCLUSION**

The draft amended Respect in the Workplace Policy complies with Bill 132 and has been reviewed by Region Legal Services. The Board is committed to ensuring that the workplace is free of discrimination, violence and harassment. This policy is aligned with provincial legislation and reflects the values of this Board.

Mafalda Avellino  
Executive Director

Attach. (1)



## YORK REGIONAL POLICE SERVICES BOARD

### **Respect in the Workplace Policy Policy No.02/10**

Date Approved:	January 23, 2002
Dates Amended:	May 26, 2010; June 22, 2016
Reporting Requirement:	Annual Reporting
Legislative Authority:	Occupational Health and Safety Act, R.S.O 1990, c. O.1; Ontario Human Rights Code

### **Policy Statement**

*The Regional Municipality of York Police Services Board ("the Board") is committed to enhancing employee wellness by providing a safe and healthy work environment for its members, Board staff and for York Regional Police ("YRP").*

*The Board recognizes that its members, its staff and members of the York Regional Police have the right to work in an environment free from discrimination, harassment and violence and will not condone any form of discrimination, harassment or violence.*

*The Chief of Police shall comply with these requirements in directing the York Regional Police.*

#### **1. Purpose**

Every employee is entitled to work in an environment that is free from any form of discrimination or harassment. The Board provides guidelines to the Chief of Police in establishing procedures related to the prevention of and response to discriminatory and/or harassing behaviour and/or violence in the workplace.

#### **2. Application**

This Policy applies to Board members, Board staff, the Chief of Police and all members of York Regional Police.

#### **3. Definitions**

3.1 Discrimination is a practice or behaviour which has a negative effect on an individual or group because of personal characteristics or circumstances unrelated to the person's abilities. Direct or indirect discrimination may be a result of differential treatment which will have an adverse effect on an individual or group.

3.2 Workplace harassment as defined in the OHSA means

- a) engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome or;
- b) workplace sexual harassment. Workplace harassment may be an action or behaviour related to prohibited grounds of discrimination under the *Ontario Human Rights Code*. Harassment may assume many forms including sexual harassment and involve a single incident or series of incidents. It may also exist systemically as part of the work environment. It may be directed at one individual or at a group. Workplace harassment also includes conduct, comments or activities which are of a personal or emotional nature and not based on the prohibited grounds set out in the Code. Examples include but are not limited to:
  - i. persistent verbal abuse
  - ii. inappropriate jokes
  - iii. taunting
  - iv. derogatory or dismissive comments
  - v. displaying offensive material
  - vi. gestures that are insulting or belittling
  - vii. bullying
  - viii. conduct that shuns or excludes the member
  - ix. persistently disrupting an individual's work, workplace or equipment
  - x. interfering with a member's personal property or invading their privacy
  - xi. abuse of authority wherein a person with authority over the member improperly uses that power to interfere with the member's performance to threaten or negatively influence the member's career or job assignment
  - xii. any other conduct or behavior that created intimidating, offensive or hostile work environment.

A reasonable action taken by an employer or supervisor related to the management and direction of workers or the workplace is not workplace harassment.

### 3.3 Workplace sexual harassment as defined in the OHS Act means

- a) engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome or;
- b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

### 3.4 Workplace violence as defined in OHS Act means:

- a) the exercise of physical force by a person against a worker in a workplace that causes or could cause physical injury to the worker;
- b) an attempt to exercise physical force against a worker, in a workplace that could cause physical injury to the worker and;
- c) a statement or behavior that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace that could cause physical injury to the worker.

3.5 Workplace means any land, premises, location or thing at, upon, in or near which a worker works. It includes any and all locations where business and social activities of YRP or the Board are conducted including external training facilities, any location of business travel and work-related social and/or business gatherings.

3.6 Employee or worker means a member of the York Regional Police.

#### **4. Board Policy Guidelines**

4.1 The Board will not ignore, tolerate, or condone workplace harassment, workplace sexual harassment, discrimination and/or workplace violence.

4.2 The Board is committed to strategies that promote respect in the workplace and which include the development of policies and procedures, effective communication, ongoing training and education, complaint resolution and disciplinary measures where required.

#### **5. Workplace Harassment Program**

5.1 The Chief of Police shall, in consultation with the committee or a health and safety representative, if any, develop and maintain a written program to implement the workplace harassment policy as prescribed by the *Ontario Occupational Health and Safety Act*.

5.2 The program shall include, but is not limited to the following:

- a) measures and procedures for members to report incidents of workplace harassment to the employer or supervisor;
- b) measures and procedures for members to report incidents of workplace harassment to a person other than the employer or supervisor, if the employer or supervisor is the alleged harasser;
- c) sets out how incidents or complaints of workplace harassment will be investigated and dealt with;
- d) sets out how information obtained about an incident or complaint about workplace harassment including identifying information about individuals involved will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint or is otherwise required by law;
- e) sets out how a member who has allegedly experienced workplace harassment and the alleged harasser, if he or she is a worker of the employer, will be informed of the results of the investigation and of any corrective action taken or that will be taken as a result of the investigation; and
- f) any prescribed elements.

#### **6. Protection and Prevention**

6.1 The Board shall take all reasonable steps to protect Board members and Board staff from workplace harassment, violence and discrimination and shall respond to all incidents of workplace harassment, violence and discrimination as prescribed by law.

6.2 The Chief of Police shall take all reasonable steps to protect all members of York Regional Police from workplace harassment, workplace violence and discrimination and



shall respond to all incidents of workplace harassment, violence and discrimination as prescribed by law.

- 6.3 The Chief of Police shall develop and implement processes for preventing and responding to workplace harassment, violence and discrimination in the workplace and shall review the processes at least annually. The programs and processes shall also include reasonable steps to protect against reprisals for any member who makes a complaint or who is involved in a complaint.
- 6.4 The Chief of Police shall ensure that the processes or practices are posted in a conspicuous place in the workplace.
- 6.5 The Chief of Police shall ensure that the processes address the circumstances under which a member may refuse to work when the workplace violence is likely to endanger himself or herself. The processes must address the occupational requirements of a police officer in relation to any work refusal.
- 6.6 The Chief of Police shall ensure that the right to refuse work is subject to section 43(1) and 43(2)(a) of the *Ontario Occupational Health and Safety Act* which stipulates that anyone employed in a police service cannot assert the right to refuse work when the particular job or task is inherent in the employee's work; is a normal condition of the member's employment or when a refusal to work would directly endanger the life, health or safety of another person.
- 6.7 The Chief of Police shall ensure that the safety of all members is addressed during the course of an investigation into workplace violence.
- 6.8 The Chief of Police shall ensure that no offensive or derogatory material is displayed in the workplace.
- 6.9 The Chief of Police shall provide information and instruction that is appropriate for the member on the contents of the policies, procedures and programs on workplace harassment, discrimination and workplace violence and any other prescribed information.
- 6.10 The Chief of Police shall establish procedures on employment accommodation in accordance with the *Ontario Human Rights Code* and the *Police Services Act*. The accommodation of members shall be carried out in a manner which respects the dignity of the person and does not create undue hardship for the Service.
- 6.11 The Chief of Police shall ensure that all members receive information and training on race relations, diversity and all applicable aspects of the *Ontario Human Rights Code*.
- 6.12 The Chief of Police shall ensure that
  - a) an investigation is conducted into incidents and complaints of workplace harassment that is appropriate in the circumstances.
  - b) the member who has allegedly experienced workplace harassment and the alleged harasser, if he or she is a YRP member, are informed in writing of the results of the investigation and of the corrective action that has been taken or that will be taken as a result of the investigation;

- c) the program developed is reviewed as often as necessary, but at least annually, to ensure it adequately implemented the Board's policy with respect to workplace harassment required under the OHSA; and
- d) such other duties as may be prescribed are carried out.

## **7. Workplace Violence Prevention Program**

- 7.1 The Chief of Police shall prepare procedures with respect to workplace violence and develop and maintain a program to implement the policy, in accordance with the *Occupational Health and Safety Act*
- 7.2 The workplace violence program shall include but is not limited to the following:
  - a) measures and procedures to control the risks identified in the workplace risk assessment as likely to expose a member to physical injury
  - b) measures and procedures for summoning immediate assistance when workplace violence occurs or is likely to occur
  - c) measures and procedures for members to report incidents or complaints of workplace violence to the employer or person in authority
  - d) set out how the employer will investigate and deal with incidents or complaints of workplace violence; and
  - e) include any prescribed elements.

## **8. Assessment of Risks of Violence**

- 8.1 The Chief of Police shall ensure that a workplace violence risk assessment is undertaken and shall consider the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work.
- 8.2 The assessment shall take into account the following considerations:
  - a) circumstances that would be common to similar workplaces
  - b) circumstances specific to the workplace
  - c) any other prescribed elements.
- 8.3 The Chief of Police shall ensure the results of the workplace violence risk assessment are provided to the Joint Occupational Health and Safety Committee.
- 8.4 The Chief of Police shall reassess the risks of workplace violence as often as is necessary to ensure that the related policy and program continue to protect workers from workplace violence.

## **9. Domestic Violence**

- 8.1 The Chief of Police shall ensure that measures are in place to address the risk of domestic violence in the workplace.
- 8.2 The Chief of Police shall take every precaution reasonable in the circumstances for the protection of a member if a person in authority becomes aware or ought reasonably to be aware of domestic violence that would likely expose a worker to physical injury that may occur in the workplace.

**10. Duty to Disclose Personal Information**

- 10.1 The Chief of Police shall ensure that a member receives information, including personal information, related to a risk of workplace violence from a person with a history of violent behaviour if the member can be expected to encounter that person in the course of his or her work; and the risk of workplace violence is likely to expose the member to physical injury.
- 10.2 If the circumstances require disclosure of personal information, the Chief of Police shall ensure that no person in authority discloses more personal information that is reasonably necessary to protect the member from physical injury.
- 10.3 Any disclosure of personal information shall be in compliance with the provisions of the *Police Services Act* and the *Municipal Freedom of Information and Protection of Privacy Act*.

**11. Reporting**

- 11.1 On an annual basis, the Chief of Police shall report to the Board on YRP's review of the processes for preventing and responding to workplace harassment (including workplace sexual harassment), violence and discrimination in the workplace.

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**Frank Scarpitti**  
**Chair**

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**Mafalda Avellino**  
**Executive Director**

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**Date:**

## **THE REGIONAL MUNICIPALITY OF YORK POLICE SERVICES BOARD**

Report of the Executive Director – June 22, 2016

### **Ontario Regulation 58/16 Collection of Identifying Information in Certain Circumstances – Prohibition and Duties**

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#### **RECOMMENDATIONS**

1. That the Board receive this report and;
2. That the Board direct the Chief of Police to comply with Ontario Regulation 58/16, Collection of Identifying Information in Certain Circumstances – Prohibition and Duties.

#### **PURPOSE**

The purpose of this report is to advise the Board and clarify timelines for compliance with Ontario Regulation 58/16, Collection of Identifying Information in Certain Circumstances (the “Regulation”), to provide a status update on the Board’s draft policy and to ensure that the Chief of Police begins the process for full compliance with the Regulation by the set dates.

#### **BACKGROUND**

In March 2016, the Ministry of Community Safety and Correctional Services (the “Ministry”) developed a new regulation which will govern the collection of identifying information by police, a practice often referred to as “carding” or “street checks”. At the time of filing the Regulation, the understanding among the policing community was that a Board’s policy was to be finalized and approved by July 1, 2016. More recently, Boards and Chiefs of Police received clarification from the Ministry that, as of July 1, 2016, police services boards must *begin* to develop their policies with respect to the Regulation. The Board’s policy and the Chief’s procedures must be in place by January 1, 2017. The attached memorandum dated June 7, 2016 from Assistant Deputy Minister Stephen Beckett clarifies the timelines.

The Ministry also indicates in the attached memorandum that a guidance document to assist Boards in the development of policies related to the Regulation will be circulated in the coming weeks. In light of this information and upon further discussion with the Regional Solicitor, and it was determined that a draft policy be submitted to the Board for approval at the next regular meeting of the Board. This will give staff an opportunity to review the guidance document for Boards and to ensure that the Board’s policy is in full compliance with the Regulation.

The Regulation prohibits the random and arbitrary collection of identifying information by police and provides rules for voluntary police-public interactions where identifying information is



requested from individuals. Section 12 of the Regulation relates specifically to the role and responsibilities of police services boards including:

- The document that is required to be offered to an individual when an officer attempts to collect identifying information;
- the contents of the annual report as described in subsection 14(1) provided by a municipal chief of police to a board concerning attempted collection of identifying information.
- the supplemental report that is required if the annual report required under subsection 14(1) finds that there is a disproportionate collection of identifying information from one or more groups; this supplemental report must report on the chief's review of the practices of the police force and proposals, if any, to address this identified disparity, (which the board is required to make publicly available online).
- retention of, access to, and disclosure of identifying information collected on or after January 1, 2017; and
  - The policy must ensure that information collected contrary to the regulation is not retained longer than reasonably necessary to ensure access is available for: ongoing police investigations, in connection with legal or anticipated legal proceedings, to deal with a complaint/investigation or inquiry, to prepare the annual report, to comply with a legal requirement or evaluate a police officer's performance.
- retention of, access to, and disclosure of identifying information collected before January 1, 2017.

The Executive Director has started developing the Board's draft policy on the Regulation in accordance with the Ministry's timelines. The Regional Solicitor and Deputy Regional Solicitor are being consulted during the development process.

## **DIRECTION TO THE CHIEF**

The draft policy will be submitted to the Board for its consideration and approval at its next regular meeting in September. In the interim, the Chief will ensure that the compliance process with the Regulation is commenced and on track for full compliance by January 1, 2017 and that any requirements in the Regulation set for July 1, 2016 are met by that date.

## **FINANCIAL IMPLICATIONS**

The Chief of Police may provide an update on the estimate for training and administrative costs to implement the Regulation.

## **CONCLUSION**

The Board's policy will fully comply with the provincial legislation, will reflect the values of our Board and will meet the expectations of our many diverse communities. The Board is committed to ensuring that policing in York Region is done in a manner that is equitable, respectful and inclusive.

Mafalda Avellino  
Executive Director

Attach. (1)





**MEMORANDUM TO:** All Chiefs of Police and  
Commissioner J.V.N. (Vince) Hawkes  
Chairs, Police Services Boards

**FROM:** Stephen Beckett  
Assistant Deputy Minister  
Public Safety Division

**SUBJECT:** O. Reg. 58/16 Collection of Identifying Information in  
Certain Circumstances – Prohibition and Duties: In-  
Force Dates

<b>DATE OF ISSUE:</b>	<b>June 7, 2016</b>
<b>CLASSIFICATION:</b>	<b>General Information</b>
<b>RETENTION:</b>	<b>Indefinite</b>
<b>INDEX NO.:</b>	<b>16-0038</b>
<b>PRIORITY:</b>	<b>High</b>

Further to the All Chiefs/Chairs Memorandum of April 16, 2016, regarding O. Reg. 58/16 Collection of Identifying Information in Certain Circumstances – Prohibition and Duties made under the *Police Services Act*, I would like to clarify timing provisions within the Regulation, and also advise you that the ministry is working on a guidance document to assist municipal police services boards in the development of policies required through s.12 of the Regulation. That guidance document will be shared via All Chiefs/Chairs Memorandum in the coming weeks.

Please note that as of **July 1, 2016**, police service boards must begin to develop policies related to:

- the document that is required to be offered to an individual (s. 7);
- the contents of the annual report as described in subsection 14(1);
- the supplemental report that is required if the annual report required under subsection 14(1) finds that there is a disproportionate collection of identifying information from one or more groups;
- retention of, access to, and disclosure of identifying information collected on or after January 1, 2017; and
- retention of, access to, and disclosure of identifying information collected before January 1, 2017.

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Once board policies are enacted, the chief of police must create procedures that reflect respective board policies.

All policies and procedures must be finalized and in place by **January 1, 2017**, to align with in-force dates mandated by the regulation.

I trust the above information is helpful. If you have any questions, please contact your Zone Advisor.

A handwritten signature in black ink, appearing to read "S. Beckett", with a stylized flourish at the end.

Stephen Beckett  
Assistant Deputy Minister  
Public Safety Division

**THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD**

**BY LAW NO. 06-16**

**A By Law to Confirm  
the Proceedings of the Board at its Meeting  
held on June 22, 2016**

The Regional Municipality of York Police Services Board HEREBY ENACTS as follows:

1. The action of the Board in respect of each motion, resolution and other action passed and taken by the Board at its meeting is hereby adopted, ratified and confirmed.
2. The Chairman of the Board, the Chief of Police and Deputy Chiefs of Police are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and, except where otherwise provided, the Chairman and Executive Director are hereby directed to execute all documents necessary in that behalf.

**ENACTED AND PASSED this 22<sup>nd</sup> day of June, 2016**

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**Mafalda Avellino, Executive Director**

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**Mayor Frank Scarpitti, Chair**