



# The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

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

Tel: 905.830.4444 or 1.877.464.9675 ext. 77906

Fax: 905.895.5249

E-mail: [psb@yrp.ca](mailto:psb@yrp.ca) • Web: [yrpsb.ca](http://yrpsb.ca)

## REVISED AGENDA PUBLIC SESSION

Wednesday, December 4, 2019, 1:00 p.m.

COMMITTEE ROOM "A"

YORK REGION ADMINISTRATIVE CENTRE

17250 YONGE STREET

NEWMARKET, ONTARIO

### Pages

1. Disclosure of Interest
2. Confirmation of Public Minutes of October 23, 2019 Board Meeting 1
3. Presentation
  - 3.1 Presentation on Policing in a Multicultural Community
4. Deputation (Subject to the Board granting deputant status.)
  - 4.1 *Robert Vallée, Founder and Board Chair of PACT- Markham and the Council of Women Against Sex Trafficking in York Region.* 5
5. Communications
  - 5.1 Correspondence from Laura Mirabella, Commissioner of Finance and Regional Treasurer, York Region, dated October 22, 2019, regarding the 2020 - 2022 Budget presentation. 41
  - 5.2 Correspondence from Marc Bedard, Assistant Deputy Minister, Ministry of the Solicitor General, dated October 29, 2019, regarding the Introduction of the Provincial Animal Welfare Services Act, 2019. 43
  - 5.3 Correspondence from Christopher Raynor, Regional Clerk, York Region, dated November 15, 2019, regarding the York Regional Police Services Board Appointment Extension. 45

5.4 Correspondence from Christopher Raynor, Regional Clerk, York Region, dated November 22, 2019, regarding Short Term Rental Accommodations. 47

5.5 *Correspondence from Marc Bedard, Assistant Deputy Minister, Ministry of the Solicitor General, dated November 28, 2019, regarding Race Data Collection in Use of Force.* 51

5.6 *Correspondence from Christopher Raynor, Regional Clerk, York Region, dated November 22, 2019, regarding the development of the Community Safety and Well-Being Plan.* 57

6. Items for Consideration - Reports of the Chief of Police

6.1 Interim Financial Reporting for the Period Ending September 30, 2019 75

RECOMMENDATION

1. That the Board receive the unaudited interim financial reports for the nine month period ending September 30, 2019, pursuant to Financial Management Board Policy No. 01/05.

6.2 *Direct Purchases for Printer Toner and Services Beyond Five Years* 87

RECOMMENDATIONS

1. That the Board authorize the extension of agreements for printer toner and services with the contractors listed in Appendix 1, effective October 1, 2019, for up to one additional term of one year at a total cost of \$204,100 plus applicable taxes, provided that the contractors have performed satisfactorily and that sufficient funds have been provided in the annual budget; and
2. That the Chief be authorized to execute the agreements on behalf of the Board.

6.3 Scope Change for Helicopter Capital Repairs 91

RECOMMENDATIONS

1. That the Board authorize a scope change to the contract between the Board and Canadian Helicopters Limited to increase the contract price from \$1,946,582 to \$2,950,582 to cover all major equipment replacement and an engine overhaul; and
2. That the Chief of Police be authorized to execute the purchase, subject to the approval of The Regional Municipality of York's Regional Solicitor, or designate, as to form and content.

<b>6.4</b>	<b>Purchasing Bylaw Quarterly Report</b>	<b>95</b>
------------	--	-----------

RECOMMENDATION

1. That the Board receive this report pursuant to the Purchasing Bylaw 10-17 quarterly reporting requirements.

<b>6.5</b>	<b><i>Recovery of Policing Costs Associated with the Dismantling Properties used in the Illegal Production of Controlled Substances</i></b>	<b>99</b>
------------	---	-----------

RECOMMENDATION

1. That the Board request local municipal governments within The Regional Municipality of York to enact a bylaw that enables the recovery of costs incurred by police and municipalities as a result of dismantling illegal laboratory facilities used for the production and distribution of controlled substances as detailed in this report.

**7. Items for Consideration - Reports of the Executive Director**

<b>7.1</b>	<b>Public Relations Reserve Fund - Request for Funding</b>	<b>103</b>
------------	--	------------

RECOMMENDATION

1. That the Board approve an expenditure in the amount of \$5,000 from the Board's Public Relations Fund to support the request from Inn from the Cold.

<b>7.2</b>	<b>Report of the Expert Panel on Police Officer Deaths by Suicide</b>	<b>107</b>
------------	---	------------

RECOMMENDATION

1. That the Board receive this report for information.

<b>7.3</b>	<b><i>Delegation Bylaw</i></b>	<b>139</b>
------------	--------------------------------	------------

RECOMMENDATIONS

1. That the Board adopt the recommendations set out in this report.
2. That the Board enact Delegation Bylaw No. 12-19 (Appendix A).
3. That the Board repeal Execution of Documents Bylaw 08-15, as amended.

**8. Unfinished Business**

**9. Other Business**

**10. Private Session**

## RECOMMENDATION

That the Board move into Private Session.

**11. Reconvene in Public Meeting**

**12. Consideration of Private Items**

- a. Human Resources (Recommendations 1 and 2)
- b. Staff Sergeant and Detective Sergeant Promotions (Recommendation 1)
- c. Inspector Promotion (Recommendation 1)
- d. Appointment of Experienced Police Officers (Recommendation 1)
- e. Appointments of York Region Transit Special Constables (Recommendation 1)

**13. Confirmatory Bylaw**

151

**14. Adjournment**



**THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD**

**DRAFT MINUTES OF THE PUBLIC MEETING  
Subject to Board Approval**

**October 23, 2019**

---

**The Board commenced its meeting of October 23, 2019 in Committee Room A, York Region Administrative Centre, 17250 Yonge Street, Newmarket, Ontario on the above-noted date at 9:00 a.m. in public session.**

The following were also in attendance:

**Board Members:**

V. Hackson, Chair; J. Molyneaux, Vice Chair; W. Emmerson, M. Bevilacqua, R. Doobay, J. Cooper, J. Fang

**Board Staff:**

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

**York Regional Police:**

E. Jolliffe, Chief of Police (Present until 10:00 a.m.); A. Crawford, Deputy Chief of Police; R. Rouse, Deputy Chief of Police; B. Bigras, Deputy Chief of Police; J. MacSween, Deputy Chief of Police (Present until 10:00 a.m.); G. Turl, Superintendent, Executive Officer to the Chief of Police; J. Channell, Manager, Financial Services; J. Fraser, General Counsel, Legal Services

**York Region:**

J. Hulton, Regional Solicitor, Region Legal and Court Services

---

**295 DISCLOSURE OF INTEREST**

None

**296 CONFIRMATION OF PUBLIC MINUTES OF SEPTEMBER 25, 2019 BOARD MEETING**

It was moved by Ms Fang, seconded by Mr. Doobay that the Board confirm the minutes for the public session of the meeting held on September 25, 2019 in the form supplied to the members.

***CARRIED***

**297 PRESENTATIONS**

The Board made a presentation to Retiring Superintendent Kevin Torrie.

**2020 Police Budget and Priorities**

It was moved by Chairman Emmerson, seconded by Vice Chair Molyneaux that the Board receive the presentation.

**CARRIED**

**ITEMS FOR CONSIDERATION – REPORTS OF THE CHIEF OF POLICE****298 2020 Operating and Capital Budgets**

It was moved by Chairman Emmerson, seconded by Vice Chair Molyneaux that the Board adopt the following recommendations contained in the Report of the Chief of Police:

1. That the Board approve the 2020 Operating Budget proposed in Scenario B with a tax-levy impact of \$347,951,000; and
2. That the Board approve in principle the Outlook to 2022 proposed in Scenario B with tax-levy impacts of \$360,652,000 in 2021 and \$374,199,000 in 2022, for financial planning purposes; and
3. That the Board approve the proposed 2020 Capital Budget totalling \$42,360,000 with a Capital Spend Authority of \$57,381,000; and
4. That the Board approve for financial planning purposes the 10-Year 2020-2029 Capital Forecast totalling \$194,383,000; and
5. That the Board forward the 2020 Budget information for the Treasurer's tabling of The Regional Municipality of York's Budget at Regional Council on November 28, 2019.

**CARRIED**

**299 Digital Evidence Management System and Integrated In-Car Camera System Contract Update**

It was moved by Mayor Bevilacqua, seconded by Mr. Cooper that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive this report for information.

**CARRIED**

**ITEMS FOR CONSIDERATION – REPORT OF THE EXECUTIVE DIRECTOR****300 eSCRIBE Software Ltd. Internet Publishing Plus Module**

It was moved by Vice Chair Molyneaux, seconded by Mr. Doobay that the Board adopt the following recommendations contained in the Report of the Executive Director:

1. That the Agreement between the Board and eSCRIBE Software Ltd. be amended to increase the contract price from \$17,415 excluding HST, to \$36,690, excluding HST, as a result of purchasing a new software module – Internet Publishing Plus.

2. That the Executive Director be authorized to execute the amendment to the existing agreement subject to the approval of The Regional Municipality of York's Regional Solicitor, or designate, as to form and content.

**CARRIED**

301 **UNFINISHED BUSINESS**

None

302 **OTHER BUSINESS**

None

**PRIVATE SESSION**

- 303 It was moved by Chairman Emmerson, seconded by Ms Fang 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) of the *Police Services Act*.

**CARRIED**

The Board met in Private Session at 10:20 a.m. and reconvened in the Public Session at 12:02 p.m.

**CARRIED**

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

- 304 It was moved by Mayor Bevilacqua, seconded by Vice Chair Molyneaux that the Board rise and report from the Private Session.

**CARRIED**

**CONSIDERATION OF PRIVATE ITEMS**

- 305 It was moved by Mayor Bevilacqua, seconded by Mr. Cooper that the Board adopt the following recommendations contained in the Reports of the Chief of Police:

**Human Resources**

1. That the Board appoint one civilian, pursuant to Section 31(1)(a) of the *Police Services Act*.

**Appointment of Auxiliary Members**

1. That the Board appoint 31 new individuals as Auxiliary Members, effective October 19, 2019 pursuant to Section 52(1) of the *Police Services Act*.

**Sergeant and Detective Promotions**

1. That the Board delegate the authority to the Board Chair and Vice Chair to approve the promotions of up to 30 Constables to the rank of Sergeant/Detective effective December 5, 2019.

**CARRIED**

**Communication**

Correspondence from Jill Hughes, Director, Program Management Branch, Ministry of the Attorney General, October 2, 2019, responding to Board letter on the Provincial Offences Act Courts and impacts on road safety.

It was moved by Mayor Bevilacqua, seconded by Mr. Cooper that the correspondence from Jill Hughes, Director, Program Management Branch, Ministry of the Attorney General, October 2, 2019, be received.

**CARRIED****306 CONFIRMATORY BYLAW**

The Board had before it Bylaw No. 10-19. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

It was moved by Ms Fang, seconded by Mr. Doobay that Bylaw No. 10-19, being “a Bylaw confirming the proceedings of the Board at this meeting,” be read and enacted.

Bylaw No. 10-18 was read and enacted as follows:

“To confirm the proceedings of the Board at this meeting.”

**CARRIED****307 ADJOURNMENT**

It was moved by Vice Chair Molyneaux, seconded by Mr. Cooper that the meeting be adjourned.

**CARRIED**

The meeting adjourned at 12:02 p.m.

---

Mafalda Avellino  
Executive Director

---

Mayor Virginia Hackson  
Chair

*Minutes to be confirmed and adopted at the next regular meeting of the Board to be held on December 4, 2019.*

*Accessible formats or communication supports are available upon request.*



November 11, 2019

Ms. Virginia Hackson  
Chair - York Regional Police Services Board  
17250 Yonge St. 3rd Floor, Newmarket, ON L3Y 6Z1

NOV 15 2019

York Regional Police Services Board

Ms. Hackson,

Signature

On behalf of our two groups, I am submitting a request to make a deputation to the Police Services Board as we firmly believe that the Board has jurisdiction over the issue at hand that I will be presenting which also requires your involvement and direction.

In our deputation, we will expose a problem in York Region that deals with the exploitation of women as their sexual services are made available/trafficked through the many illicit body rubs that operate in Markham, Richmond Hill, Vaughan and Newmarket and are licensed to do so with impunity and regulation enforcement.

Bill C-36 is the *Protection of Communities and Exploited Persons Act*. In force since December 2014, Bill C-36 clearly states: **"It is illegal to earn money by owning, managing or working for a commercial enterprise, such as a strip club, massage parlour or escort agency, knowing that sexual services are purchased there."**

Yet there are over 50 illicit body rub/massage parlours operating in Markham alone. Moreover, the municipality of Markham, through its licensing fees, has been acting as pimps to the pimps who operate BRPs (annual fee of \$1,033 per pimp) as well as pimps to the attendants (annual fee of \$1,079 per sex attendant). We estimate that Markham generates \$250,000 per year in 'pimping' revenues.

Note that our research also reveals that Richmond Hill and Vaughan are charging licensing fees to BRP operators and attendants. Most, if not all girl-attendants are advertised online with claims that 'their' BRP girls are from China, Korea and Japan. We have met with Markham's City Clerk, Deputy Clerk and Commissioner of Corporate Services. Yes, they are scrambling as they were unaware of the BPR reality, just described.

Specifically, we request that York Region's Police services Board:

1. Instruct York Regional Police to CONDUCT RAIDS on all York Region-area body rubs/massage parlours/wellness centres and lay charges on all owners and/or operators as well as purchasers at time of the raids. As for the sex workers, they are to be turned over to Victim Services of York Region for rehabilitation and re-integration.
2. Lobby the Solicitor General of Ontario, Sylvia Jones and the Ministry of Municipalities, Steve Clark to request the Attorney General, Doug Downey to make body rubs/massage parlours/wellness centres illegal in Ontario as they are retail operations that promote the sexual exploitation of women as an acceptable business practice, sadly.

We request that we be heard. We understand that deputations are limited to five (5) minutes, however, we request your approval to extend the speaking time to 10 minutes, not including questions.

As an introduction of the two community activist groups for which I am Board Chair and CEO, please know that *PACT-Markham* is a community organization that helps protect our children against child sex trafficking including forced marriages through advocacy, education and activism in collaboration with the York Region District School Board, elected officials and Community and Service Groups.

Furthermore, the *Council of Women Against Sex Trafficking in York Region* (CWASTYR) lobbies Federal and Ontario Ministries, Agencies and Municipalities. The Council advocates for stronger enforcement and much-needed enhancements to existing laws. They also advocate for new business practices that will deter and/or block the predators' recruitment of our teenagers.

Attached is the **OFFICIAL LETTER of COMPLAINT** filed with the city of Markham Council.

We await your decision to put our deputation on the PSBYR meeting agenda. Thank you.

Robert Vallée

Founder and Board Chair of PACT-Markham and the Council of Women Against Sex Trafficking in York Region  
905.201.1005 rvallee@pactmarkham.com

[www.pactmarkham.com](http://www.pactmarkham.com)





**Deputation to York Region Police Services Board  
by  
Robert Vallée of Parents Against Child Trafficking-Markham  
and  
The Council of Women Against Sex Trafficking in York Region  
December 4-2019**

Chair and Board Members,

I am Board Chair of two community groups:

- Parents Against Child Trafficking-Markham Chapter, and
- Council of Women Against Sex Trafficking in York Region.

We are advocates and lobbyists.

Our primary mandate is to free young people from sexual exploitation.

Specifically, free young women from sexual exploitation that is taking place in body rub parlours operating in York Region.

And, sadly, from body rub parlours that enjoy the operational blessing of Municipalities.

To that end, I will show you that:

Municipalities are licensing both the body rub operators and their sex workers thereby enabling them to sell sexual services to purchasers/johns.

But their licensing violates Federal Bill C-36 known as the *Protection of the Communities and Exploited Persons Act*.

In effect, municipalities are acting as '*pimps to the pimps and to the sex workers*' and are benefitting from the revenue.

Case in point: Markham collected \$1.2 Million in licensing fees from the body rub parlours since 2014. It's time to end this practice in Markham and in the Province.

Today's deputation has 4 requests:

1. That York Regional Police be directed to apply the law of the land to body rubs in York Region through RAIDS and ARRESTS of the operating pimps and their purchasing johns thereby shutting down their illegal activities.
2. That all York Region Municipalities CANCEL the licenses they issued to body rub/massage parlours/wellness centres, effective immediately. To that end, we ask York Region Chair Wayne Emerson to take the lead role in this license-cancellation initiative.

3. That the Police Services Board table our official complaint with the Solicitor General in order for her to instruct all police forces in the province to enforce Bill C-36 according to the law.

4. That this Board to table our official complaint with the Minister of Municipalities and Housing, in order for him to ratify the Municipalities Act of 2001. Specifically, to end the practice by municipalities of licensing body rub/massage parlours/wellness centres in Ontario.

What is driving our mandate and responsibility to young women is Bill C-36.

A law with 2 key objectives:

1. Protect those who sell their OWN sexual services by **DE**-criminalizing the sex worker.
2. Reduce the demand for prostitution and its incidence by criminalizing:
  - advertising of sexual services,
  - procuring of sex workers, and
  - purchasing of sex services in Canada.

I'll quote the details of the offenses as outlined in Bill C-36, beginning with the "**Purchasing Offence:** *Obtaining sexual services for consideration, or communicating in any place for that purpose.*"

**Explanation:** *"Every time the prostitution transaction takes place, an offence is committed by the purchaser."*

Next is the **Material Benefit Offence:**

*"Receiving a financial or other material benefit obtained by or derived from the commission of the purchasing offence."*

**Explanation:** *"This means that it is illegal to earn money by owning, managing or working for a commercial enterprise, such as a strip club, massage parlour or escort agency, knowing that sexual services are purchased there."*

Next is the **Procuring Offence:**

*"Procuring a person to offer or provide sexual services for consideration."*

**Explanation:**

*"This offence criminalizes active involvement in the prostitution of others. For example, a person procures another for prostitution if they cause or induce that person to sell sexual services."*

Next is the **Advertising Offence:**

*"Knowingly advertising an offer to provide sexual services for consideration."*

**Explanation:**

*"This offence criminalizes advertising the sale of sexual services. It applies to individuals who advertise the sale of another person's sexual services, including in print media, on websites or in locations that offer sexual services for sale, such as erotic massage parlours or strip clubs."*

But NOWHERE in Bill C-36 is it stated that municipalities RETAINED the legal right to impose licensing fees on sex workers and on body rub parlour operators/pimps. NOWHERE!

Keep in mind: a goal of Bill C-36 was to reduce the demand for prostitution and its incidence by making body rub parlours illegal.

Yet, in Markham, their numbers grew.



Our groups researched them extensively.

Findings include:

- a) Their preferred locations are at retail mall locations and near residential areas.
- b) Their online advertising promotions dominate massage-related websites. And,
- c) Their chat rooms boasted about their freedom to operate without by-law enforcement and police interference.

In support of our finding, I quote an excerpt from an online chat group on the Biggest Massage Oriented Forum on the Planet-MassagePlanet.net:

***“By Kwguy on Aug 15, 2018: “It is just a charade by now. Everybody knows that these places are whorehouses including the Bylaw guys and Law Enforcement. The municipality takes a cut with the licensing fee. It is the Wild West now, but for how much longer?”***

Another key finding is that many of the ‘PROCURERS’ of sexual services in body rub parlours are trafficking young Asian women.

In support of our finding, I quote another EXCERPT from the same online chat group:

***“By u/markham\_throwaway on Aug 17, 2018:***

***“Markham spas employ women that are mainly from China who speak very little English and mostly Mandarin. Some are from HK and can speak Cantonese. The majority of them are “on loan” from the owners in China for anywhere from \$5,000-\$10,000 for 3 months of service to upwards of a year.”***

This reality spurred us to request a meeting with Markham’s Deputy Clerk.

We asked him: *“Can you confirm that there are **no minors** working as attendants in Markham body rub parlours?”*

His answer was: *“No because we don’t have the power of enforcement to ask for their identification.”*

Talk about powerless.

Thus, we began a campaign of weekly emails and letters to Markham Council and leadership team.

We included our findings in our request that the city shut down the body rub parlours.

They ignored us for 6 weeks.

Except for the Director-Legislative Services and City Clerk who asked us to prove our allegations that:

*“1. The City has ignored the Prostitution Criminal Law Reform of Bill C-36; and*

*2. The specific examples you have of the City enabling Markham-area body rub owners and operators to exploit women and break the law for years”.*

We met Ms. Kitteringham and her team who made sobering discoveries.

She acknowledged that she and the city were ‘**unaware**’ of Bill C-36’s existence. She also volunteered additional observations:

- a) The City’s rewriting of city bylaw #2018-90 in 2018 did not include a review or implications of Bill -C36 into the final edition.
- b) Their by-law enforcement team was unaware that establishments were in violation of their licenses by not meeting many requirements as outlined in Markham By-law 2018-90.
- c) They could not tell us the number of BRP establishments and attendants that presently paying licensing fees.

We asked for action on the aforementioned items. We received no response.

Therefore, we filed our complaint with the City of Markham and this Board.

On a separate front, we researched YRP's crime statistics for the years 2017-18. Specifically, for the **Commodification of Sexual Activity** in the Region.

The crimes include:

- purchasing sexual services,
- materially benefiting from sexual services,
- procuring, and
- advertising sexual services.

The results are as follows:

Whitchurch-Stouffville:	2 down to 0
Vaughan:	23 down to 21
Richmond Hill:	8 down to 7
Markham:	33 down to 15
Newmarket:	7 down to 6
King:	0 still 0
Georgina:	up from 0 to 1
East Gwillimbury:	up from 1 to 2
<u>Aurora:</u>	<u>up from 5 to 13</u>
Total:	76 down to 65

We have a concern when with Markham's statistics considering its 50+ body rub parlours. Only 15 crimes in 2018 when procuring sex is a 24-7 business. Our opinion is that those crimes are a low priority for the force.

Worrisome is the news that the city of Barrie is looking to cash in on sex trafficking and prostitution by becoming pimps to the pimps and to the sex workers.

According to a Barrie Advance article: *"Barrie police calls on city to permit, regulate and license body-rub parlours. In a memo on city council's Nov. 25 circulation list, Barrie Police Services Board Chair Angela Lockridge calls on the municipality to amend zoning rules to permit and regulate the parlours. She also wants the city to draft a bylaw to license the facilities."*

It appears that illegal body rub parlours will be enabled because of:

- a) political misunderstanding of Bill C-36, and
- b) their need for licensing revenues.

In closing, I'll repeat our requests:

1. That York Regional Police be directed to apply the law of the land to body rubs throughout the Region through RAIDS and ARRESTS of the operators/pimps and the purchasing/johns with the goal of shutting down their illegal activities.
2. That all York Region Municipalities CANCEL the licenses they issued to body rub parlours, effective immediately. To that end, we ask the York Region Chair to take the lead role in this license-cancellation initiative.
3. That this Board table our official complaint with the Solicitor General in order for her to instruct all police forces in the province to enforce Bill C-36 according to the law. And

4. That this Board also table our official complaint with the Minister of Municipalities and Housing, in order for him to ratify the Municipalities Act of 2001. Specifically, to end the practice by municipalities of licensing body rub/massage parlours/wellness centres in Ontario.

Can we count on your support?

Thank you.



Robert Vallée

**Parents Against Child Trafficking - PACT-Markham**

and

**Council of Women Against Sex Trafficking in York Region**

905.201.1005

[rvallee@pactmarkham.com](mailto:rvallee@pactmarkham.com)

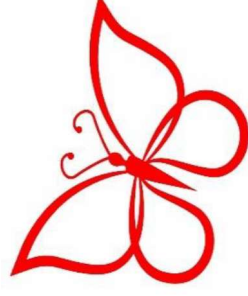
[www.pactmarkham.com](http://www.pactmarkham.com)





Parents  
Against  
Child  
Trafficking

Council of  
**Women Against  
Sex Trafficking**  
in York Region



Deputation to York Region Police Services Board by Robert Vallée of  
*Parents Against Child Trafficking-Markham* and the *Council of Women  
Against Sex Trafficking in York Region* on December 4-2019

.....

## ***A Markham Reality!***

Cannabis sales at retail are **NOT ALLOWED** in Markham.  
Yet, purchasing cannabis is **LEGAL** in Canada.

**BUT**

Procuring a.k.a. ‘PIMPING’ sexual services at retail in  
Markham is **ALLOWED** and **LICENSED BY THE CITY** even  
though it is **ILLEGAL** to procure sexual services and to  
purchase them in Canada (Bill C-36).

# Markham Collected \$1.2 Million in Licensing Fees from Body Rub Parlour Operators & Attendants

*‘Acting as pimps to the pimps and to the sex workers since 2014’\**

.....

## The MONEY TRAIL (estimate):

Owners: \$14,727./year incl. HST x 2 Owners x 5 years =	\$147,270.
Operators: \$1,033./year incl. HST x 50 operators x 5 years =	\$258,250.
Attendants: \$1,079./year incl. HST x 150 attendants x 5 years =	<u>\$809,250.</u>
Total =	\$1,214,770.

\*Based on 2 owners, 50 BRP operators x 3 attendants per BRP x 5 years

\*As per Markham BY-LAW 2012-137 Page 9

# Today's Deputation has 4 Requests of York Region Police Services Board

.....

*#1. That York Regional Police be directed to apply the law of the land to body rubs in York Region through RAIDS and ARRESTS of the operating pimps and their purchasing johns thereby shutting down their illegal activities.*



## Today's Deputation has 4 Requests of York Region Police Services Board

.....

*#2. That all York Region Municipalities CANCEL the licenses they issued to body rub/massage parlours/wellness centres, effective immediately. To that end, we ask York Region Chair Wayne Emmerson to take the lead role in this license-cancellation initiative.*

## Today's Deputation has 4 Requests of York Region Police Services Board

.....

*#3. That the Police Services Board table our official complaint with the Solicitor General in order for her to instruct all police forces in the province to enforce Bill C-36 according to the law.*

## Today's Deputation has 4 Requests of York Region Police Services Board

.....

*#4. That this Board table our official complaint with the Minister of Municipalities and Housing, in order for him to ratify the Municipalities Act of 2001. Specifically, to end the practice by municipalities of licensing body rub/massage parlours/wellness centres in Ontario.*

# Introducing Prostitution Criminal Law

Canada

Reform: Bill C-36

Canada

.....

“Bill C-36, the *Protection of Communities and Exploited Persons Act*, has been in force since December 6, 2014.” Department of Justice.

20

## Its overall objectives are to:

1. Protect those who sell their own sexual services;
2. Protect communities, and especially children, from the harms caused by prostitution; and
3. Reduce the demand for prostitution and its incidence.

# Bill C-36: The Protection of Communities and Exploited Persons Act

## 4 of its Listed Offences

.....

### 1. “Purchasing Offence: (section 286.1)

Obtaining sexual services for consideration, or communicating in any place for that purpose.

### 2. Receiving Material Benefit Offence: (section 286.2)

Receiving a financial or other material benefit obtained by or derived from the commission of the purchasing offence. *It is illegal to earn money by owning, managing or working for a commercial enterprise, such as a strip club, massage parlour or escort agency, knowing that sexual services are purchased there.*

### 3. Procuring Offence: (section 286.3)

Procuring a person to offer or provide sexual services for consideration.

### 4. Advertising Offence: (section 286.4)

Knowingly advertising an offer to provide sexual services for consideration.”

# **The Wild West in Markham Body Rub Parlours Brought to You by Procurers of Trafficked Women**

.....

**EXCERPT posted by Kwguay on Aug 15, 2018:**

***“It is just a charade by now. Everybody knows that these places are whorehouses including the Bylaw guys and Law Enforcement. The municipality takes a cut with the licensing fee. It is the Wild West now, but for how much longer? “***

**Source: Biggest Message Oriented Forums on the Planet - [MessagePlanet.net](http://MessagePlanet.net)**

# Markham Body Rub/Spa Parlours 'Procurers' of Sexual Services are Trafficking Asian Women

.....

**EXCERPT posted by [u/markham\\_throwaway](https://www.reddit.com/user/markham_throwaway) on Aug 17, 2018:**

*“Markham spas employ women that are mainly from China who speak very little English and mostly Mandarin. Some are from HK and can speak Cantonese. The majority of them are “on loan” from the owners in China for anywhere from \$5,000-\$10,000 for 3 months of service to upwards of a year.”*

**Source: Biggest Massage Oriented Forums on the Planet - [MessagePlanet.net](https://www.messageplanet.net)**



# PRESENTATION

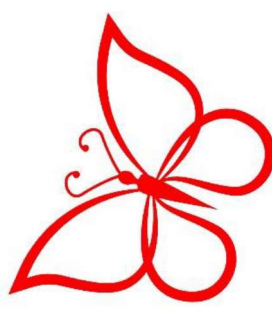
To City of Markham's:

- Director of Legislative Services and Corporate Communications  
*Kimberly Kitteringham*,
- Commissioner of Corporate Services *Trinela Cane*, and
- Deputy Clerk *Michael Killingsworth*.

held on October 29-2019.



From *Robert Vallée* representing:



[www.pactmarkham.com](http://www.pactmarkham.com)



# YRP's Crime Statistics for Commodification of Sexual Activity in 2017-18

The results for Commodification of Sexual Activity crimes in the Region in 2017-2018 are\*:

Whitchurch-Stouffville:	2 down to 0
Vaughan:	23 down to 21
Richmond Hill:	8 down to 7
Markham:	33 down to 15
Newmarket:	7 down to 6
King:	0 still 0
Georgina:	up from 0 to 1
East Gwillimbury:	up from 1 to 2
<u>Aurora:</u>	<u>up from 5 to 13</u>
<b>Total:</b>	<b>76 down to 65</b>

\*The crimes include: purchasing sexual services, materially benefiting from sexual services, procuring, and advertising sexual services.

# City of Barrie is looking to Cash in on Sex Trafficking and Prostitution by becoming ‘Pimps to the Pimps and to the Sex Workers’.



According to a recent **Barrie Advance** article: “Barrie police calls on city to permit, regulate and license body-rub parlours. In a memo on city council’s Nov. 25 circulation list, Barrie Police Services Board Chair Angela Lockridge calls on the municipality to amend zoning rules to permit and regulate the parlours. She also wants the city to draft a bylaw to license the facilities.”

## Today's Deputation has 4 Requests of York Region Police Services Board

.....

*#1. That York Regional Police be directed to apply the law of the land to body rubs in York Region through RAIDS and ARRESTS of the operating pimps and their purchasing johns thereby shutting down their illegal activities.*

## Today's Deputation has 4 Requests of York Region Police Services Board

.....

*#2. That all York Region Municipalities CANCEL the licenses they issued to body rub/massage parlours/wellness centres, effective immediately. To that end, we ask York Region Chair Wayne Emmerson to take the lead role in this license-cancellation initiative.*



## Today’s Deputation has 4 Requests of York Region Police Services Board

.....

*#3. That the Police Services Board table our official complaint with the Solicitor General in order for her to instruct all police forces in the province to enforce Bill C-36 according to the law.*

## Today's Deputation has 4 Requests of York Region Police Services Board

.....

*#4. That this Board table our official complaint with the Minister of Municipalities and Housing, in order for him to ratify the Municipalities Act of 2001. Specifically, to end the practice by municipalities of licensing body rub/massage parlours/wellness centres in Ontario.*

# Contributors to the Presentation

*Robert Vallée*

*Kira Taylor*

*Shira Kalfa*

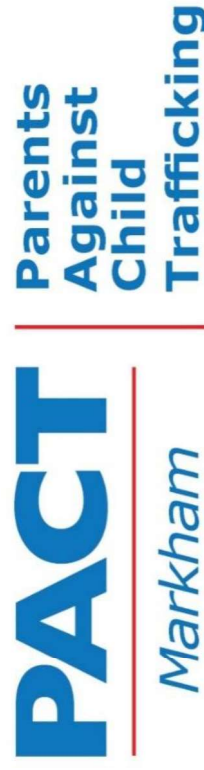
*Abdul Malik*

*Marnie Hill*

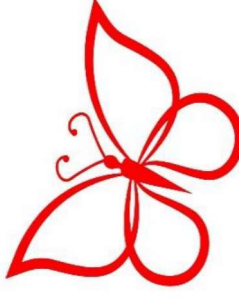
*Mitzy Dadoun*

*Nathalie Ng*

*Jean-Yves Lamirande*



**Parents  
Against  
Child  
Trafficking**



**Council of  
Women Against  
Sex Trafficking**  
in York Region

[www.pactmarkham.com](http://www.pactmarkham.com)

[rvallee@pactmarkham.com](mailto:rvallee@pactmarkham.com)





## Department of Justice

### **Notice to readers:**

There have been recent reports of fraudulent phone calls that appear to be from the Department of Justice. [Learn more](#).

[Home](#) → [Reports and Publications](#) → [Other Publications](#)

# Prostitution Criminal Law Reform: Bill C-36, the *Protection of Communities and Exploited Persons Act*

In force as of December 6, 2014

[PDF Version](#)

## Fact Sheet

Bill C-36, the *Protection of Communities and Exploited Persons Act*, received Royal Assent on November 6, 2014. Bill C-36 treats prostitution as a form of sexual exploitation that disproportionately impacts on women and girls. Its overall objectives are to:

- Protect those who sell their own sexual services;
- Protect communities, and especially children, from the harms caused by prostitution; and
- Reduce the demand for prostitution and its incidence.

The new criminal law regime seeks to protect the dignity and equality of all Canadians by denouncing and prohibiting the purchase of sexual services, the exploitation of the prostitution of others, the development of economic interests in the sexual exploitation of others and the institutionalization of prostitution through commercial enterprises, such as strip clubs, massage parlours and escort agencies that offer sexual services for sale. It also seeks to encourage victims to report incidents of violence to the police and to leave prostitution. Toward that end, \$20 million in new funding has been dedicated to help individuals exit prostitution.

Bill C-36 contains prostitution and human trafficking-related amendments. It also includes an amendment to the *Criminal Code*'s definition of "weapon". These amendments are explained below.

## Prostitution Offences

Bill C-36 enacts new prostitution offences and modernizes old ones:

## 1) Purchasing Offence:

- Obtaining sexual services for consideration, or communicating in any place for that purpose (section 286.1)
- Those who sell their own sexual services are protected from criminal liability for participating in the commission of this offence if the offence relates to their own sexual services (subsection 286.5(2))

### Penalty:

Adult victim (subsection 286.1(1))

- Dual procedure offence with maximum penalties of 5 years imprisonment if prosecuted on indictment and 18 months if prosecuted by summary conviction
- Escalating mandatory minimum fines starting at \$500 on summary conviction for a first offence, including higher mandatory minimum fines if the offence is prosecuted by indictment, is a subsequent offence or is committed in a public place that is or is next to parks, schools, religious institutions or places where children can reasonably be expected to be present

Child victim (subsection 286.1(2))

Indictable offence with maximum penalty of 10 years imprisonment and mandatory minimum penalties of 6 months imprisonment for a first offence and one year for subsequent offences

### Explanation:

This offence criminalizes purchasing sexual services, or communicating in any place for that purpose, for the first time in Canadian criminal law. Since prostitution is a transaction that involves both the purchase and the sale of sexual services, the new purchasing offence makes prostitution illegal; every time the prostitution transaction takes place, an offence is committed by the purchaser.

## 2) Advertising Offence:

- Knowingly advertising an offer to provide sexual services for consideration (section 286.4)
- Those who sell their own sexual services are protected from criminal liability for committing this offence if they advertise their own sexual services (paragraph 286.5(1)(b)), or for participating in the commission of this offence if the offence relates to their own sexual services (subsection 286.5(2))

### Penalty:

Dual procedure offence with maximum penalties of 5 years imprisonment if prosecuted by indictment and 18 months if prosecuted by summary conviction

### Explanation:

This offence criminalizes advertising the sale of sexual services, also for the first time in Canadian criminal law. This new offence applies to individuals who advertise the sale of another person's sexual services, including in print media, on websites or in locations that offer sexual services for sale, such as erotic massage parlours or strip clubs.

The offence also applies to publishers or website administrators, if they know that the advertisement exists and that it is in fact for the sale of sexual services. The new laws also allow the court to order the seizure of materials containing advertisements for the sale of sexual services, as well as their removal from the Internet, regardless of who posted them. However, the new laws protect from criminal liability a person who advertises the sale of their own sexual services.

### **3) Material Benefit Offence:**

- Receiving a financial or other material benefit obtained by or derived from the commission of the purchasing offence (section 286.2)
- Those who sell their own sexual services are protected from criminal liability for committing this offence if the only benefit they receive is from the sale of their own sexual services (paragraph 286.5(1)(a)), or for participating in the commission of this offence if the offence relates to their own sexual services (subsection 286.5(2))

#### **Penalty:**

Adult victim (subsection 286.2(1))

Indictable offence, with a maximum penalty of 10 years imprisonment

Child victim (subsection 286.2(2))

Indictable offence, with a maximum penalty of 14 years imprisonment and a mandatory minimum penalty of 2 years imprisonment

#### **Exceptions:**

This offence does not prevent those who sell their own sexual services from entering into legitimate family and business relationships, or otherwise interacting with others, on the same basis as anyone else. In this regard, no offence is committed in the following contexts, which are exceptions to the material benefit offence:

- Legitimate living arrangements (e.g., children, spouses, roommates, paragraph 286.2(4)(a));
- Legal or moral obligations (e.g., supporting a disabled parent, gifts, paragraph 286.2(4)(b));
- Goods and services offered to the general public (e.g., accountants, landlords, pharmacists, security companies, paragraph 286.2(4)(c)); and,
- Goods and services offered informally for fair value (e.g., babysitting or protective services, paragraph 286.2(4)(d)).

However, none of these exceptions apply if a person otherwise entitled to one of the exceptions listed above:

- Used, threatened to use or attempted to use violence (paragraph 286.2(5)(a));
- Abused a position of trust, power or authority (paragraph 286.2(5)(b));
- Provided any intoxicating substances to encourage the sale of sexual services (paragraph 286.2(5)(c));
- Engaged in conduct that would amount to procuring (paragraph 286.2(5)(d)); or,
- Received the benefit in the context of a commercial enterprise that offers sexual services for sale (paragraph 286.2(5)(e)).

### **Explanation:**

This offence criminalizes receiving money or other material benefit from the prostitution of others in exploitative circumstances, including in the context of a commercial enterprise that offers sexual services for sale. This means that it is illegal to earn money by owning, managing or working for a commercial enterprise, such as a strip club, massage parlour or escort agency, knowing that sexual services are purchased there.

Since the new law protects from criminal liability those who receive money from the sale of their own sexual services, the material benefit offence does not apply to sellers of sexual services, including when they work together cooperatively and pool resources to pay for legitimate goods or services, provided that they keep only the earnings from the sale of their own sexual services. In these circumstances, the only person who commits an offence is the purchaser of sexual services.

## **4) Procuring Offence:**

- Procuring a person to offer or provide sexual services for consideration (section 286.3); or,
- For the purpose of facilitating the purchasing offence, recruiting, holding, concealing or harbouring a person who offers or provides sexual services for consideration, or exercising control, direction or influence over the movements of that person (section 286.3)
- Those who sell their own sexual services are protected from criminal liability for participating in the commission of this offence if the offence relates to their own sexual services (subsection 286.5(2))

### **Penalty:**

Adult victim (subsection 286.3(1))

Indictable offence, with a maximum penalty of 14 years imprisonment

Child victim (subsection 286.3(2))

Indictable offence with a maximum penalty of 14 years imprisonment and a mandatory minimum penalty of 5 years imprisonment

### **Explanation:**

This offence criminalizes active involvement in the prostitution of others. For example, a person procures another for prostitution if they cause or induce that person to sell sexual services. This distinguishes the procuring offence from the material benefit offence, which requires only passive involvement in the prostitution of others. For example, a “classic pimp” is likely to be guilty of both the procuring offence and the material benefit offence, because the pimp both induces another person to sell sexual services and receives money from the sale of those services. In contrast, a “bouncer”, who works at a strip club, knowing that prostitution takes place there, may only receive money from the sale of sexual services. In such a case, the bouncer would only be guilty of the material benefit offence.

## **5) Communicating Offence:**

Communicating for the purposes of offering or providing sexual services for consideration in public places that are or are next to school grounds, playgrounds or daycare centres (subsection 213(1.1))

### **Penalty:**

Summary conviction offence with a maximum penalty of 6 months imprisonment

### **Explanation:**

This offence criminalizes communicating for the purposes of selling sexual services in public places that are or are next to specific locations that are designed for use by children, i.e., school grounds, playgrounds, and daycare centres.

## **Trafficking in Persons Offences**

Bill C-36 harmonizes the penalties imposed for human trafficking and prostitution-related conduct to ensure a consistent response to practices that are linked:

### **1) Main Trafficking Offences:**

Recruiting, transporting, transferring, receiving, holding, concealing or harbouring a person, or exercising control direction or influence over the movements of a person, for the purpose of exploiting them or facilitating their exploitation (sections 279.01 and 279.011)

### **Penalty:**

Adult victim (section 279.01)

Indictable offence with a maximum penalty of life imprisonment and a mandatory minimum penalty of 5 years if kidnapping, aggravated assault, aggravated sexual assault or death results and a maximum penalty of 14 years and a mandatory minimum penalty of 4 years in all other cases

Child victim (section 279.011)

Indictable offence with a maximum penalty of life imprisonment and a mandatory minimum penalty of 6 years if kidnapping, aggravated assault, aggravated sexual assault or death results and a maximum penalty of 14 years and a mandatory minimum penalty of 5 years in all other cases

## **2) Material Benefit Offence:**

Receiving a financial or other material benefit, knowing that it is obtained by or derived directly or indirectly from the commission of a human trafficking offence (section 279.02)

### **Penalty:**

Adult Victim (subsection 279.02(1))

Indictable offence with a maximum penalty of 10 years imprisonment

Child Victim (subsection 279.02(2))

Indictable offence with a maximum penalty of 14 years imprisonment and a mandatory minimum penalty of 2 years

## **3) Documents Offence:**

Concealing, removing, withholding or destroying travel or identity documents for the purpose of facilitating a human trafficking offence (section 279.03)

### **Penalty:**

Adult Victim (subsection 279.03(1))

Indictable offence with a maximum penalty of 5 years imprisonment

Child Victim (subsection 279.03(2))

Indictable offence with a maximum penalty of 10 years imprisonment and a mandatory minimum penalty of 1 year

### **Explanation:**

Research shows that increased demand for sexual services leads to higher rates of human trafficking for sexual exploitation to meet the demand. Research also shows that the decriminalization of prostitution leads to increased demand for sexual services. The human trafficking offences address the most egregious human rights abuses that take place in the context of prostitution.

## **Definition of Weapon**

Bill C-36 amends the *Criminal Code*'s definition of "weapon" (section 2) to include anything used or intended to be used to restrain a person against their will (e.g., handcuffs, rope, duct tape). This amendment applies to three offences:

- Possession of a weapon with intent to commit an offence (section 88)
- Assault with a weapon (section 267)
- Sexual assault with a weapon (section 272)

**Explanation:**

A person, who possesses handcuffs, rope, duct tape or other items of restraint with intent to commit an offence, including assault or sexual assault, is guilty of an offence under section 88. A person who uses an item of restraint to commit an assault or sexual assault is guilty of the more serious form of those offences: assault with a weapon or sexual assault with a weapon, as the case may be.

For more information on the law reform implemented by Bill C-36 and the research on which it is based, please see: <http://www.justice.gc.ca/eng/rp-pr/other-autre/protect/index.html>.

**Date modified:**

2018-09-14







Finance Department

October 22, 2019

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

Dear Ms. Avellino:

**Re: 2020-2022 Budget presentation**

As part of York Region's 2020-2022 Budget process, the York Regional Police Services Board and York Regional Police are invited to present YRP's budget to Committee of the Whole on December 12, 2019.

The meeting will take place in Council Chambers at 9:00 a.m. in our Administrative Headquarters at 17250 Yonge Street, Newmarket.

Following Committee reviews, it is anticipated that the consolidated 2020-2022 Regional Budget will go forward for Council's approval on December 19, 2019.

We look forward to seeing you at the Committee meeting on December 12, 2019.

Sincerely,

Laura Mirabella, FCPA, FCA  
Commissioner of Finance and Regional Treasurer

Copy to: Chief Eric Jolliffe, YRP  
Deputy Chief Robertson Rouse, YRP  
Jeffrey Channell, Manager, Financial Services, YRP  
Kelly Strueby, Director, Office of the Budget



**Ministry of the Solicitor General**

Public Safety Division  
Public Safety Training Division

25 Grosvenor St.  
12<sup>th</sup> Floor  
Toronto ON M7A 2H3

Telephone: (416) 314-3377  
Facsimile: (416) 314-4037

**Ministère du Solliciteur général**

Division de la sécurité publique  
Division de la formation en matière  
de sécurité publique

25 rue Grosvenor  
12<sup>e</sup> étage  
Toronto ON M7A 2H3

Téléphone: (416) 314-3377  
Télécopieur: (416) 314-4037



**MEMORANDUM TO:** All Chiefs of Police and  
Commissioner Thomas Carrique  
Chairs, Police Services Boards

**FROM:** Marc Bedard  
Assistant Deputy Minister  
Public Safety Division and Public Safety Training Division

**SUBJECT:** **Introduction of the Provincial Animal Welfare Services  
Act, 2019**

<b>DATE OF ISSUE:</b>	<b>October 29, 2019</b>
<b>CLASSIFICATION:</b>	<b>General Information</b>
<b>RETENTION:</b>	<b>Indefinite</b>
<b>INDEX NO.:</b>	<b>19-0081</b>
<b>PRIORITY:</b>	<b>High</b>

As a follow up to the June 2019 all chiefs memo on the animal welfare interim model and the August 2019 memo, which highlighted animal welfare responsibilities for police, I am writing to advise that the Provincial Animal Welfare Services (PAWS) Act, 2019 was introduced today, a key component of a proposed new animal welfare system.

Thank you for providing input through the police survey and consultation to inform the development of a long-term animal welfare system, which the government continues to work to have in place by January 2020. If passed, the new legislation will enable the provincial Chief Animal Welfare Inspector to appoint qualified inspectors and ensure training as the province phases in the implementation of the new system.

The proposed new provincial animal welfare system includes:

- A new enforcement model that would establish a provincial enforcement team made up of a chief inspector, locally deployed provincial inspectors and specialized inspectors for agriculture, zoos, aquariums and equines.
- The proposed PAWS Act aims to improve animal welfare by:
  - Introducing new offences to combat activities such as dog fighting, and harming or attempting to harm an animal that works with peace officers or a service animal;

.../2

- Giving inspectors necessary powers to help animals in distress and to hold owners accountable;
- Empowering inspectors to request a person who is committing certain offences to identify themselves and, if a person refuses, empowering inspectors to arrest if a police officer cannot attend;
- Providing the government the ability to empower others, beyond inspectors, to take action when an animal is in imminent risk of serious injury or death when a pet is left in a hot car;
- Significantly increasing penalties for serious, repeat and corporate offenders. These new penalties would be the strongest in Canada;
- Improving oversight and ensuring increased transparency and accountability, including establishing a one-window complaints mechanism for the public.

The province will also establish a multi-disciplinary advisory table made up of a wide range of experts, including veterinarians, agriculture representatives, academics, animal advocates and others to provide ongoing advice to the ministry to improve animal welfare.

The proposed legislation also provides clarity to local police services who would continue to be enabled to enforce animal welfare legislation. As part of the new system, the Ontario Provincial Police would have regional specialized capacity to support major and criminal investigations.

The proposed legislation will be available for review on the Legislative Assembly website. The ministry has also issued a bulletin on the introduction of the legislation which can be accessed online through

<https://news.ontario.ca/mcscs/en/2019/10/ontario-adopts-new-animal-welfare-system.html>

If passed, the government intends to bring forward transitional regulations to ensure the protection of animals while long-term regulations are developed through consultations, including with advice from the multi-disciplinary table.

The ministry looks forward to your continued input as we plan for implementation of the proposed new animal welfare model. Should you have any questions or comments, please contact [animalwelfareservices@ontario.ca](mailto:animalwelfareservices@ontario.ca).

Sincerely,



Marc Bedard  
Assistant Deputy Minister  
Public Safety Division and Public Safety Training Division

November 15, 2019

**RECEIVED**

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

**NOV 21 2019**

York Regional Police Services Board


Signature 

Dear Ms. Avellino:

**Re: York Regional Police Services Board – Appointment Extension**

At the Regional Council meeting held on October 17, 2019, Regional Chair Emmerson announced he has extended John Molyneaux's appointment as a Citizen Member of the York Regional Police Services Board until a successor is appointed in 2020.

Sincerely,



Christopher Raynor  
Regional Clerk

#10315060



November 22, 2019

Malfalda Avellino  
Executive Director  
York Regional Police Services Board  
17250 Yonge Street  
Newmarket, ON L3Y 6Z1

**RECEIVED**

**NOV 22 2019**

York Regional Police Services Board

Signature 

Dear Ms. Avellino:

**Re: Short Term Rental Accommodations**

On November 21, 2019 Regional Council received a communication dated November 1, 2019 from Carolyn Lance, Council Services Coordinator, Town of Georgina regarding Short Term Rental Accommodations and referred it to staff and to York Regional Police Services Board.

A copy of the communication is attached.

Sincerely,



Christopher Raynor  
Regional Clerk

Attachment

**From:** Carolyn Lance [<mailto:clance@georgina.ca>]

**Sent:** November 1, 2019 14:04

**Subject:** Short Term Rental Accommodation Motion, October 9th, 2019

Good afternoon.

Please be advised that Town Council for the Corporation of the Town of Georgina passed a motion concerning Short Term Rental Accommodations and directed that their motion be forwarded to the Region of York, all municipalities, MP's and MPP's within York Region. Please find attached said motion for your information.

Sincerely,



**Carolyn Lance**

Council Services Coordinator

Clerk's Division | Town of Georgina

26557 Civic Centre Road, Keswick, ON | L4P 3G1

905-476-4301 Ext. 2219 | [georgina.ca](http://georgina.ca)

Follow us on [Twitter](#) and [Instagram](#), like us on [Facebook](#)





## GEORGINA

Moved by Councillor Neeson, Seconded by Regional Councillor Grossi

### **RESOLUTION NO. C-2019-0536**

WHEREAS the Town of Georgina understands the growth in the sharing economy, in particular, the home-sharing sector;

WHEREAS the Town of Georgina, as a lakeside community, attracts visitors and tourists looking to experience the beautiful beaches and parks nestled within the community;

WHEREAS the Town of Georgina recognizes the benefits and challenges short-term rentals bring to the community;

Whereas the Town of Georgina understands the importance of striking a balance between free enterprise and sensible regulation;

WHEREAS the Town of Georgina seeks support from the provincial government in addressing gaps and inconsistencies in key provincial legislation relevant to short-term rental accommodations;

WHEREAS the Town of Georgina recognizes the need for all levels of government to work collaboratively with key stakeholders on developing a meaningful, equitable, and sensible approach to address the challenges presented by the short-term rental market; and

WHEREAS the Town of Georgina understands the important role data plays in the administrative and enforcement efforts associated with regulating short-term rentals, particularly enforcing regulations that can impact the health and safety of the community.

BE IT THEREFORE RESOLVED that the Council of the Town of Georgina holds the health and safety of the community in the highest regard. Therefore, requesting that the Provincial government work with municipalities on identifying and closing regulatory gaps and inconsistencies, of which may have adverse impacts to community health and safety, and that currently exists with short-term rental accommodations;

BE IT FURTHER RESOLVED that the Council of the Town of Georgina recommends that the Provincial government work collaboratively with municipalities, and short-term rental platforms to explore the regulatory lever of

data sharing, as per the Ministry of Finance's 2018 "*Home Sharing Guide for Ontario Municipalities*", and come to a consensus on a mutually acceptable data sharing agreement; and

BE IT FURTHER RESOLVED that the Council of the Town of Georgina requests the Provincial government work in collaboration with municipalities, and short-term rental platforms to explore a taxation framework that is equitable and reflects the financial burdens placed on local governments.

That this motion be forwarded to the Region of York, all municipalities within the Region of York and to all MP's and MPP's within York Region.

**Carried.**

**Ministry of the Solicitor General**

Public Safety Division  
Public Safety Training Division

25 Grosvenor St.  
12<sup>th</sup> Floor  
Toronto ON M7A 2H3

Telephone: (416) 314-3377  
Facsimile: (416) 314-4037

**Ministère du Solliciteur général**

Division de la sécurité publique  
Division de la formation en matière  
de sécurité publique

25 rue Grosvenor  
12<sup>e</sup> étage  
Toronto ON M7A 2H3

Téléphone: (416) 314-3377  
Télécopieur: (416) 314-4037



**MEMORANDUM TO:** All Chiefs of Police and  
Commissioner Thomas Carrique  
Chairs, Police Services Boards

**FROM:** Marc Bedard  
Assistant Deputy Minister  
Public Safety Division and Public Safety Training Division

**SUBJECT:** Race Data Collection in Use of Force

<b>DATE OF ISSUE:</b>	<b>November 28, 2019</b>
<b>CLASSIFICATION:</b>	<b>For Action</b>
<b>RETENTION:</b>	<b>Indefinite</b>
<b>INDEX NO.:</b>	<b>19-0086</b>
<b>PRIORITY:</b>	<b>High</b>

The *Anti-Racism Act, 2017* (ARA, 2017) creates a legislative framework to combat systemic racism and advance racial equity.

The General Regulation (O. Reg. 267/18) under the ARA, 2017, came into force in April 2018. The regulation authorizes and requires public sector organizations in the justice, education, and child welfare sectors to collect information about Indigenous identity, race, religion and ethnic origin.

**Obligations on the Ministry of the Solicitor General**

Under O. Reg. 267/18, the Ministry of the Solicitor General (ministry), as a public sector organization, is required (in policing) to collect the Participant Observer Information (POI) (i.e., police service members' perception) regarding the race of individuals in respect of whom a Use of Force Report is completed, and any other information set out in the report that the police service is legally required to provide to the ministry, excluding the individuals' names **by January 1, 2020**.

The Data Standards for the Identification and Monitoring of Systemic Racism, also known as Ontario's Anti-Racism Data Standards, were established to help identify and monitor systemic racism and racial disparities within the public sector.

The Data Standards establish consistent, effective practices for producing reliable information to support evidence-based decision-making and public accountability to help eliminate systemic racism and promote racial equity.

### **Equipment and Use of Force Regulatory Amendments**

To assist the ministry in meeting its obligations under the ARA, 2017, regulatory amendments to the Equipment and Use of Force Regulation (RRO 1990, Reg 926) were filed on November 28, 2019. The revised regulation will be posted on [e-Laws](#) shortly.

The following amendments have been made to RRO 1990, Reg 926:

- Form 1 has been removed;
- Subsection 14.5 (2) requires the use of force report be in the form titled “Use of Force Report” developed by the Ministry of the Solicitor General, dated 2019/10. A copy of the report is publicly available on the government’s Central Forms Repository and the ministry’s [website](#).
- Subsection 14.5 (4) allows the Solicitor General to require “information from a report” instead of a copy of the report.

**Effective January 1, 2020**, members of a police service are required to use the revised Use of Force Report and fill out all the appropriate fields when the circumstances established in the regulation are met.

Please refer to Attachments 1 and 2 for the English and French versions of the revised Use of Force Report, respectively. The French version of the regulation can also be made available upon request.

### **Report Submission Process**

Pursuant to subsection 14.5 (4) of Regulation 926 of the Revised Regulations of Ontario, 1990 (Equipment and Use of Force), the Solicitor General is requiring chiefs of police and the Commissioner of the Ontario Provincial Police to submit information from all Use of Force Reports effective **January 1, 2020**. The submission of that information must be in accordance with the process outlined below.

Please use the attached version of the report (Attachments 1 and 2) for operational purposes. The publicly available version on the government’s Central Forms Repository and ministry’s website cannot be completed electronically, nor can information from the report be submitted to the ministry automatically.

Once a Use of Force Report has been completed by an officer and reviewed by designated personnel within the police service, the service’s use of force training analyst must submit the report to the ministry via the submit button located on the electronic Use of Force Report.

The training analyst who submits the report must provide their email address to receive a confirmation email of the ministry's receipt of the report.

If you experience challenges in submitting electronic reports through the above process, the ministry's Analytics Unit can assist with alternate formats. Please contact Jeanette Gorzkowski, Manager of the Analytics Unit, at [Jeanette.Gorzkowski@ontario.ca](mailto:Jeanette.Gorzkowski@ontario.ca) for support.

To reduce the potential that a use of force report may identify the individual in respect of whom the report is prepared, the following data fields will be **automatically redacted** when the report is submitted to the ministry electronically. If a paper copy is being used, the following fields **must be redacted** by the police service before the report is submitted to the ministry:

- All fields containing date in Part A and Part B;
- Time Incident Commenced;
- Time Incident Terminated;
- Location Code;
- Narrative; and
- Part B.

We recommend your members, and training analysts in particular, familiarize themselves with the report and test the submission function before January 1, 2020.

Any reports submitted to the ministry before January 1, 2020, will be accepted as test submissions only and deleted from the ministry's system. However, please note that any reports received after January 1, 2020 will be treated as actual operational report submissions.

If you have any questions regarding the content or functionalities within the report, please contact Lisa Sabourin at [Lisa.Sabourin@ontario.ca](mailto:Lisa.Sabourin@ontario.ca) (416-859-9323), or Amanda Fone at [Amanda.Fone@ontario.ca](mailto:Amanda.Fone@ontario.ca) (416-212-1497).

### **Race Data Collection**

Consistent with Standard 40 of the Data Standards, the new Use of Force Report includes the following question and race categories:

*What race category best describes the subject? (select only one)*

- Black
- East/Southeast Asian
- Indigenous
- Latino
- Middle Eastern
- South Asian
- White

The aforementioned categories are the main race categories commonly used as social descriptors in Ontario. They are not based on science or biology but on differences that society has created (i.e., “socially constructed”). A service provider’s perception of another person’s race is based on information that can be readily observed, such as skin colour, hair texture, facial features, and other information that may be used to inform assumptions about a person’s racial background.

This information is being collected for the purpose of identifying and monitoring potential racial bias or profiling in a specific service, program, or function. Individuals providing POI (respondents) are limited to employees, officers, consultants, and agents of public sector organizations.

To identify and monitor the prevalence of racial profiling, it is important to capture the perceptions of persons to assess whether conclusions are being made and acted on based on stereotypes. In this respect, the “actual” racial background of the individual to whom the POI relates is less important to the assessment.

Further, it is important for members of police services to understand they are being asked to give their best assessment of an individual, honestly and in good faith, and that recording their perception of race in the use of force report is mandatory whenever a use of force report must be completed under the Equipment and Use of Force Regulation.

As a reminder, the existing provision under subsection 14.5 (3.4) of the Regulation, which provides that a Use of Force Report would be inadmissible as evidence at any disciplinary hearing under the *Police Services Act* other than a hearing to determine whether a police officer has contravened the requirements relating to the submission of a report, is still applicable.

### **Educational Materials for Officers**

The Ontario Police College has developed a learning aid to assist police officers in understanding the new reporting requirements. This is available on the Ontario Police College Virtual Academy (OPCVA) via the following link:  
<https://www.opcva.ca/course/changes-use-force-electronic-report>.

The learning aid includes general instructions for completion of use of force reports by officers and training material for the collection of race information.

I trust this information and the attached materials will assist police services in implementing race data collection in accordance with the Equipment and Use of Force Regulation. Your continued support in this important initiative is appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc Bedard". The signature is written in a cursive, flowing style.

Marc Bedard  
Assistant Deputy Minister  
Public Safety Division and Public Safety Training Division

Attachments






November 22, 2019

Mafalda Avellino  
Executive Director  
York Regional Police Services Board  
17250 Yonge Street  
Newmarket, ON L3Y 6Z1

**RECEIVED**

**NOV 28 2019**

York Regional Police Services Board

Signature 

Dear Ms. Avellino:

**Re: Development of the Community Safety and Well-Being Plan**

On November 21, 2019 Regional Council made the following decision:

1. Council approve a place-based approach to prepare a Community Safety and Well-Being Plan for York Region.
2. Council direct Commissioner of Community and Health Services to determine initial areas for engagement based on data and undertake targeted consultations to identify and develop possible strategies to reduce risks to community safety and well-being.
3. Council direct Commissioner of Community and Health Services to report back to Council on the outcomes of consultations.
4. The Regional Clerk circulate this report to Clerks of local municipalities, York Regional Police Services Board and Human Services Planning Board of York Region.

The original staff report is enclosed for your information.

Please contact Joseph Silva, Director of Strategies and Partnerships Branch at 1-877-464-9675 ext. 77201 if you have any questions with respect to this matter.

Sincerely,



Christopher Raynor  
Regional Clerk

Attachment

The Regional Municipality of York | 17250 Yonge Street, Newmarket, Ontario L3Y 6Z1  
1-877-464-9675 | Fax: 905-895-3031 | york.ca

# **The Regional Municipality of York**

Committee of the Whole  
Community and Health Services  
November 7, 2019

Report of the Commissioner of Community and Health Services

## **Development of the Community Safety and Well-Being Plan**

### **1. Recommendations**

1. Council approve a place-based approach to prepare a Community Safety and Well-Being Plan for York Region.
2. Council direct Commissioner of Community and Health Services to determine initial areas for engagement based on data and undertake targeted consultations to identify and develop possible strategies to reduce risks to community safety and well-being.
3. Council direct Commissioner of Community and Health Services to report back to Council on the outcomes of consultations.
4. The Regional Clerk circulate this report to Clerks of local municipalities, York Regional Police Services Board and Human Services Planning Board of York Region.

### **2. Summary**

This report seeks Council's direction on the recommended approach to prepare a Community Safety and Well-Being Plan for York Region.

Key Points:

- *Police Services Act, 1990* requires single-tier and regional municipalities to prepare and adopt a community safety and well-being plan by December 31, 2020
- The Plan must identify and assess risks to community safety and well-being, include strategies to reduce prioritized risks and consider input from specified groups
- The Region compares favourably to neighbouring regions from a safety and well-being perspective, but there are opportunities to strengthen outcomes in some communities within the Region
- A place-based approach would involve focusing on geographic areas using data, identifying and assessing risks in those locations, and identifying strategies to reduce prioritized risks, through engagement and in partnership with local municipalities and community organizations

- A place-based approach would build on and inform the development of broad-based plans by providing opportunities to apply and learn from outcomes of targeted actions
- The Human Services Planning Board of York Region, approved by Council as the Advisory Committee to the Plan as required under the *Police Services Act*, supports including a place-based approach as part of the Region's Plan

### 3. Background

#### **Single-tier and regional municipalities must prepare and adopt a community safety and well-being plan by December 31, 2020**

On March 29, 2018 and April 11, 2019, the Regional Solicitor reported to Council on requirements to prepare a community safety and well-being plan under the *Police Services Act, 1990*. The legislation is permissive on how to prepare a community safety and well-being plan, but does include the following requirements:

- Identify and prioritize risks that contribute to crime, victimization, and harm
- Identify strategies to reduce prioritized risks and set measureable outcomes
- Consult with an advisory committee (whose members are prescribed under legislation) and with members of public including youth, racialized groups, Indigenous peoples and community organizations that represent these groups
- Adopt the Plan by December 31, 2020
- Implement the Plan, and monitor, evaluate and report on the effect of the Plan (subject to reporting requirements to be outlined in regulations)

#### **The Province's approach focuses on preventative actions, targeted plans and collaboration to leverage existing community strengths**

The Ministry of the Solicitor General has published guidance documents to support municipalities in preparing a community safety and well-being plan: "Crime Prevention in Ontario: A Framework for Action" (Booklet 1) and "Community Safety and Well-Being Planning Framework" (Booklet 3).

According to the Province, the ultimate goal of community safety and well-being planning is to achieve "communities where everyone is safe, has a sense of belonging and opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression". To help achieve these objectives, guidance documents highlight that "prevention is better than cure", and indicate that the focus of community safety and well-being planning should be on risk factors and preventative actions to reduce incidence and mitigate severity of crime, victimization and harm.

It also notes "crime prevention through social development recognizes that the intersection of multiple, complex social, economic, health and environmental factors lead to criminality", and

are often referred to as social determinants of health. Social determinants of health, which are conditions in which people are born, grow, work, live and age that influence health outcomes, were described in a report to Council on February 16, 2017. Recognizing the diversity and complexity of communities, the Province advises that “communities should tailor programs and strategies to the unique needs and strengths of different groups, as well as to address the distinct risk factors they face”.

There is also recognition that work is already underway to improve community and individual social, economic and health outcomes. The Province explains that community safety and well-being planning is “not about reinventing the wheel – it’s about recognizing the great work already happening within individual agencies and organizations, and using collaboration to do more with local experience and expertise”.

### **Work on preparing a Community Safety and Well-Being Plan has started, including striking the Advisory Committee and undertaking initial research**

On June 28, 2018, Council designated the Human Services Planning Board of York Region (Board) to act as the Advisory Committee for preparation of the Community Safety and Well-being Plan (the Plan). Council approved changes to the Board’s composition to meet the legislated requirements. Attachment 1 lists the current members of the Board, which includes representation from the York Regional Police Services Board and sectors such as education, community services, health and children and youth.

Regional staff conducted research including a literature review and jurisdictional scan to supplement provincial guidance and to better understand community safety and well-being planning. Based on this work, staff have compiled a preliminary list of common risks related to community safety and well-being, which are outlined in Attachment 2. Through meetings and discussions, these risks were validated by Regional and local municipal staff, subject matter experts and members of the Board. These common risks are intended to serve as reference and starting point for future community engagement.

Staff have also started to gather relevant demographic, economic, health and social data to inform selection of possible initial engagement areas and the identification and prioritization of risks. The Region has relied on the combination of these types of data sets to inform the location of possible services and facilities, such as community hubs. An example of a composite measure that could guide this work is the Ontario Marginalization Index. Developed by Public Health Ontario in partnership with St. Michael’s Hospital, this index is publicly available and uses census data (see Attachment 3).

### **Regional staff is working with York Regional Police to develop the Community Safety and Well-Being Plan**

In addition to being part of the Advisory Committee, York Regional Police is an important partner in the development and implementation of the Plan. York Regional Police, particularly through its Community Engagement and Well-Being Bureau, is providing valuable support, information and data. Police insights from their work in such areas as community policing

and crime prevention are helpful as part of the process to better understand risks and develop possible strategies.

## **4. Analysis**

### **York Region is a great place to live, work and play, and Regional plans and programs contribute to strong, caring, safe communities**

York Region is a vibrant, growing municipality of 1.2 million people. It is considered a destination of choice for residents and employers. The 2018 Growth and Development Review highlights that York Region has a low unemployment rate (4.8%) compared to Toronto Census Metropolitan Area (5.8%) and Ontario (5.6%), and has the second highest median income in the Greater Toronto and Hamilton Area.

York Region is also one of the safest communities in Canada. A [June 2019](#) report from The Regional Municipality of York Police Services Board states that “York Region has maintained a low overall crime rate that ranks first/lowest in Total Crime Code and Crime Severity Index across the nation when compared to the eight regional/municipal police services serving the largest populations in Canada.”

A variety of Regional plans, policies and programs have helped to create and sustain strong, safe, caring communities. These initiatives generally take a broad perspective and include actions that can be applied across the Region to address specific issues. Attachment 2 outlines some of these plans and programs, particularly those related to the common risks to community safety and well-being that have been identified through staff research. These plans and programs include such initiatives as the [Newcomer Strategy](#), [Housing Solutions](#) and [Opioid Action Plan](#).

### **While the Region compares favourably to other municipalities, there are opportunities to strengthen outcomes in some communities within the Region**

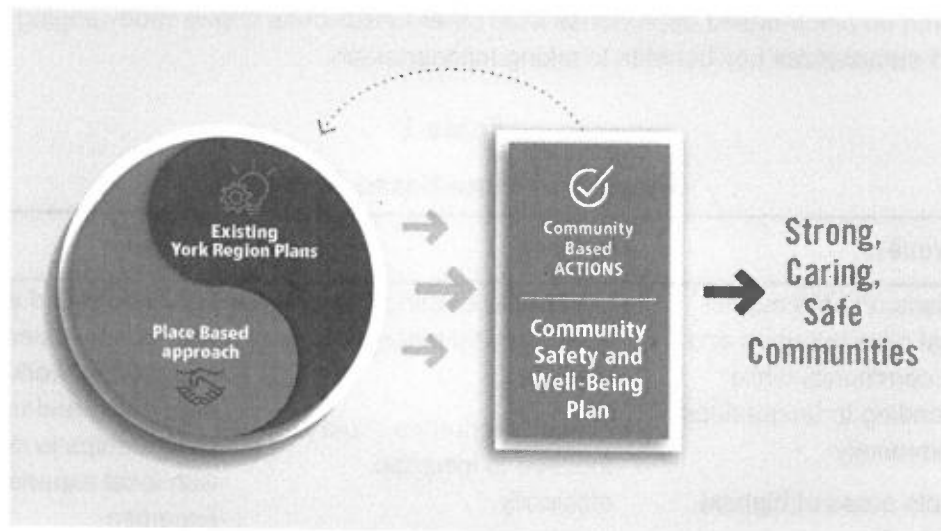
The publicly-available Ontario Marginalization Index, created by Public Health Ontario in partnership with St. Michael's Hospital, calculates a composite score using census data to help better understand well-being in communities across the Province. Attachment 3 shows scores for communities in the Greater Toronto Area.

York Region fares well compared to neighbouring municipalities. For example, only 4% of census tracts in York Region rank in the highest level of marginalization scores compared to almost 32% of census tracts in City of Toronto. While, overall, York Region communities have favourable scores, there are opportunities to leverage programs and services to improve outcomes in certain areas.

## **Place-based approach strengthens Regional programs and services by providing opportunities to apply, assess and learn from targeted actions**

The broad perspective that Regional plans and programs take establishes a strong framework and foundation for understanding and addressing issues important to residents across the Region. Given the diversity and complexity of York Region communities, targeting and customizing actions to reflect local context and needs can provide valuable opportunities to enhance impacts within certain areas. A place-based approach to areas that may benefit from focused attention can augment the broader plans to better address local issues, fill in gaps in our existing plans and work toward further improving outcomes for residents. Figure 1 illustrates the linkage and mutual feedback between broad Regional plans and community-based actions envisioned in the proposed place-based approach.

**Figure 1**  
**Proposed Approach and Plan**



The Region already takes a place-based approach for certain policy and program design decisions. For example, local context, as evidenced through socio-economic data and other community-level information, helps inform the location of programs and facilities such as community hubs.

## **Place-based approach is not new and has been deployed in jurisdictions across Canada and internationally**

Place-based approaches have been implemented in other major Canadian municipalities, such as the City of Montreal (Boroughs initiative) and City of Toronto (Strong Neighbourhoods Strategy). This approach has also guided initiatives in Vancouver, Regina and Winnipeg. Globally, place-based approaches have been adopted in the United Kingdom, United States and the European Union. Research has shown successes in these cases, where there was a proactive effort “to align better public policies with local needs and capacities,” gain an “understanding of neighbourhood needs, assets and capacities,” and not



“starting from scratch; but rather working with and through existing neighbourhood networks or community-based projects already in place” (Bradford, Neil. 2005. “Place-based Public Policy: Towards a New Urban and Community Agenda for Canada”).

For example, under the City of Toronto’s Strong Neighbourhoods Strategy, a data-driven approach is taken to identify specific areas within the City which are not doing as well as others across a range of indicators. Targeted consultations with community partners inform the development of action plans that build on existing City programs and services. The strategy, for example, notes that certain services (e.g. those that aim to improve health of racialized groups or mental health outcomes in communities experiencing high rates of violence) can be piloted within targeted areas. The City recognizes the Toronto Strong Neighbourhood Strategy as “one of the many approaches the City has available to improve the quality of life for residents and enhance Toronto’s reputation as a world class city.”

### Research on place-based approach shows mostly positive benefits

Research on place-based approaches from other jurisdictions shows wide-ranging benefits. Table 1 summarizes key benefits to taking this approach.

**Table 1**  
**Benefits of Place-Based Approach**

Effectiveness	Efficiency	Community
<ul style="list-style-type: none"> <li>• Focuses on both overall critical risks to region and local community while responding to uniqueness of community</li> <li>• Targets areas of highest opportunity</li> <li>• Provides strong platform to work with local agencies and existing community assets within specified areas</li> </ul>	<ul style="list-style-type: none"> <li>• Leverages existing insights from regional plans already in place</li> <li>• Limited resources could be focused to increase efficiency</li> <li>• Allows opportunity to hone in on gaps</li> <li>• Gives flexibility to scale up and beyond and apply learning to larger endeavours</li> </ul>	<ul style="list-style-type: none"> <li>• Strength-based and builds community capacity by recognizing work already happening and using partnerships to do more with local experience and expertise</li> <li>• Community building and collaboration results in stronger commitment and engagement</li> <li>• Recognizes that no one organization or level of government can fully own the initiatives or solve risks</li> <li>• Helps manage expectations</li> </ul>

## **The requirement to prepare a Community Safety and Well-Being Plan provides an opportunity to apply and benefit from a place-based approach**

With Council endorsement of a place-based approach to community safety and well-being planning, as recommended in this report, staff would use data and research to identify a few communities within which to conduct targeted engagement. The process would involve bringing together local municipalities, community agencies and groups, and residents to understand and prioritize risks, and develop strategies and measurable outcomes customized to each community. Regional plans and initiatives along with existing community assets would form part of the range of tools available to reduce risks, while targeted, community-based actions would in turn inform the development and continued evolution of higher-level plans.

This approach would meet legislative requirements and also aligns with the Province's intention and vision for community safety and well-being planning.

A key part of the process would be prioritizing identified risks within the identified area(s). Possible considerations to assess and rank community risks include:

- Level of importance and urgency as identified by stakeholders through targeted engagements
- Presence, willingness and ability of partners, including local municipalities and community agencies, to tackle the issue and collaborate on strategies
- Extent of alignment with and ability to leverage work already being done at the Regional, local municipal, or community agency level
- Ability to access and deploy resources

Outcomes of targeted engagement, including prioritized risks and possible strategies, would be reported back to Council. Council direction received at that time would inform development and finalization of the proposed Plan to be submitted for Council adoption in late 2020. Implementation of the Plan would begin after Council approval. Depending on provincial reporting requirements, staff expect there will be opportunities to evolve and add on to the Plan in future years.

## **There are concerns associated with taking a place-based approach, however, mitigation measures could be implemented**

Table 2 outlines some concerns and mitigating measures associated with a place-based approach, based on planning discussions to date and other jurisdiction research. A concern that often arises, and did arise in the Board meeting and working group discussions, is the risk of stigma being attached to identified areas. This was a concern as well in other municipalities that have used place-based initiatives, and they reduced stigma by: clarifying objectives and goals; having a comprehensive communications plan including using more positive language; and associating specific issues with broader municipal, regional and national issues.



The Region could help mitigate the risk of stigma through deliberate and careful engagement and communication strategies. The strategies would highlight the broader context of this work, including: the strength and vitality of York Region overall; the presence and success of Regional programs and services; and the opportunity, through the Plan, to build on Regional initiatives in collaborative ways that leverage community strengths, reflect local context and target specific gaps in services.

Another concern is that place-based approaches may take time and resources to implement and show results. There is often an expectation from the community that results should be immediate when dealing on a community level. However, developing quality and effective targeted initiatives with partners takes time and effort. For example, with the City of Toronto, some initiatives such as increasing lighting in parks was a relatively quick action done by the City and provided more immediate results. Other initiatives, such as language and computer training, involve partnerships and may take more time and effort to implement and see results. The Region could mitigate this concern by managing expectations and setting reasonable goals and timelines.

**Table 2**  
**Concerns and Mitigating Measures of Place-Based Approach**

Concerns	Mitigating Measures
Potential stigma associated with identified areas	<p>Develop appropriate, carefully-managed engagement and communications strategies that focus on the broader context within which community safety and well-being planning is being undertaken</p> <p>Highlight strength of the Region overall, presence of broad programs and services, and opportunity to leverage existing programming and assets to target specific needs</p>
May need time to show results	<p>Community building and collaborative processes take time; set reasonable goals/timelines</p> <p>Ownership of some actions by the community or agencies for success; manage expectations</p>
Resourcing	Carefully prioritize risks and scale strategies appropriately to reflect available resources

### **Human Services Planning Board of York Region supports a place-based approach**

In June and July 2019, a Board meeting and a Community Safety and Well-Being Plan working group meeting was held to obtain input from Board members, other relevant human service agencies and local municipalities about how to best move forward. Some key themes emerged from the meetings, including the need for the process to be flexible, the Plan to address unique and changing needs in communities, and the importance of hearing from

residents about priority issues in their communities and what they might need to address those issues. Participants at the meetings generally supported a place-based approach.

At the Board public meeting on October 18, 2019, Board members re-affirmed their support, and in a formal motion unanimously endorsed a place-based approach.

### **York Region could meet the provincial requirements without taking a place-based approach**

Should Council decide not to approve a place-based approach, the Plan can still be developed to meet legislated requirements. The alternative approach would be more broad-based. This would be consistent with plans done by some municipalities such as Town of Bancroft, Halton Region and City of Thunder Bay (focused on risks that apply across their municipalities). It is important to note these municipalities differ from York Region in many aspects such as population size, demographics, diversity, community make-up and geography/landscape.

### **Community Safety and Well-Being Plan aligns with Vision 2051 and the 2019 to 2023 Strategic Plan**

Community safety and well-being planning, at its core, directly supports the Region's efforts in achieving its vision of strong, caring, safe communities. More specifically, the Plan supports the Region in reaching the goals as outlined in Vision 2051, particularly Goal Area 1: A Place Where Everyone Can Thrive, which identifies "developing sustainable community safety and crime prevention strategies through community mobilization, engagement and education" as one of the actions.

The Plan also supports community result area of Healthy Communities in the 2019 to 2023 Strategic Plan and achieves one of the key activities under priority area Support Community Health, Safety and Well-Being: "develop a community safety and well-being plan to enhance collaboration, engagement and outreach with our community and policing partners."

## **5. Financial**

In March 2018, Council endorsed Association of Municipalities of Ontario's advocacy for provincial funding to help municipalities meet Community Safety and Well-being Plan obligations. At this time, however, the Region has not received any provincial funding to support the preparation or implementation of the Plan. Regional staff will need to develop the Plan using existing resources, balancing the requirements of the project with other priorities and pressures.

To implement the Plan, Regional staff will explore opportunities to leverage or adapt existing Regional initiatives, such as the Community Investment Fund. Any additional resources that may be needed will be identified as part of the 2021 budget process.

## **Given resource constraints, development and implementation of the Plan will need to be carefully scoped and cannot be done in isolation**

Support from partners such as local municipalities and community organizations will need to be leveraged. In addition, as many of the common risks to community safety and well-being generally fall within provincial jurisdiction (such as alcohol and substance misuse, education, employment and income, housing stability, and mental and physical health), Regional staff will continue to look for funding opportunities to support this work.

## **6. Local Impact**

Collaboration and partnerships are key to community safety and well-being planning. This work provides an opportunity to build on Regional initiatives through the development of targeted plans that reflect local context and address community-level gaps. The Region will need to work closely with local municipalities and other community partners to obtain insights about community risks and priorities, leverage resources, and collaborate on implementation of actions under the Plan.

## **7. Conclusion**

The Region is a vibrant, growing destination of choice for residents and employers. Regional plans and initiatives help build and sustain strong, caring, safe communities for all residents. Taking a place-based approach to the preparation of the Region's Community Safety and Well-being Plan provides an opportunity to build on Regional initiatives and develop targeted strategies that reflect community needs and address specific services gaps.

If approved, the Commissioner of Community and Health Services will identify areas using data, undertake engagement in those communities to identify and prioritize local risks and develop possible strategies, and report back to Council on consultation outcomes. Insights from these engagements will inform the development of a Community Safety and Well-being Plan that Council is required to adopt by the end of 2020.

---

For more information on this report, please contact Joseph Silva, Director, Strategies and Partnerships Branch at 1-877-464-9675 ext. 77201. Accessible formats or communication supports are available upon request.

Recommended by: **Katherine Chislett**  
Commissioner of Community and Health Services

Approved for Submission: **Bruce Macgregor**  
Chief Administrative Officer

October 25, 2019  
Attachments (3)  
10126169

# Human Services Planning Board of York Region

## Members and Advisors 2019 to 2022 Term

Table 1: Members

Representative	Organization	Sector
1. Mayor John Taylor	Town of Newmarket	* Municipal employee or member of municipal Council
2. Regional Councillor Mario Ferri	City of Vaughan	
3. Regional Councillor Jack Heath (Co-Chair)	City of Markham	
4. Rebecca Shields, CEO (Co-Chair)	Canadian Mental Health Association	* Local Health Integration Network or an entity that provides services to improve physical or mental health
5. Kim Baker, CEO	Central Local Health Integration Network	
6. David Stolte, Vice President, Strategy and Redevelopment	Mackenzie Health	
7. Cecil Roach, Coordinating Superintendent of Education, Indigenous Education and Equity	York Region District School Board	* Educational services
8. Mary Battista, Superintendent of Education: Curriculum and Assessment	York Catholic District School Board	
9. Dr. Rhonda L. Lenton, President and Vice-Chancellor	York University	
10. Nation Cheong, Vice President Community Opportunities and Mobilization	United Way Greater Toronto	* Community or social services
11. Medhat Mahdy, President and CEO	YMCA of Greater Toronto	
12. Christina Bisanz, CEO	Community & Home Assistance to Seniors	
13. Colleen Zakoar, Executive Director	Community Living Central York	
14. Liora Sobel, Executive Director	Women's Centre of York Region	
15. Christin Cullen, Executive Director	John Howard Society of York Region	
16. Clovis Grant, CEO	360°kids	* Community or social services to children or youth
17. Dean Rokos, Executive Director	York Hills Centre for Children, Youth and Families	
18. Chunilall (Robin) Doobay	York Regional Police Services Board	* Board of a municipality that provides policing
19. Darryl Gray, Director of Education and Training	Toronto and Region Conservation Authority	Community leader
20. Chief Eric Jolliffe, Chief of Police	York Regional Police	* Chief of Police of a police force that provides police services
21. Al Wilson, Executive Director	Workforce Planning Board of York Region	Employment
22. Tracy Macgregor Walter, President and CEO, Newmarket Chamber of Commerce	Chamber of Commerce representative	Chamber of Commerce
23. Michael Braithwaite, CEO	Blue Door Shelters	Homelessness

\* Sectors required by the *Police Services Act, 1990*.

**Table 2: Advisors**

<b>Representative</b>	<b>Organization</b>
1. Nadia Venafró, Affordable Housing Consultant	Canada Mortgage and Housing Corporation
2. Moy Wong-Tam, Executive Director	Centre for Immigrant and Community Services
3. Charles Beer, Principal	Counsel Public Affairs
4. Harry Bezruchko, Regional Program Manager, Central Region, Employment and Training Division	Ministry of Training, Colleges and Universities
5. Daryl Chong, President and CEO	Greater Toronto Apartment Association
6. Noor Din, CEO	Human Endeavour

#10190594

## Common Community Safety and Well-Being Risks

### Community Safety and Well-Being Plan for York Region

#### Research and engagement so far has helped scope risks in York Region

The term risks is used in this type of work to refer to negative characteristics or conditions in individuals, families, communities or society that may increase likelihood of harms. These could include things like systemic discrimination, crime, victimization, addiction, drug overdose, suicide, and other prescribed risks (*Police Services Act, 1990*).

A literature review and jurisdictional scan were carried out to identify common risks identified in community safety and well-being plans in Canada and internationally (United States, United Kingdom and Australia). This list of common risks was refined through engagement with internal subject matter experts at York Region, Human Services Planning Board of York Region (Advisory Committee) and local municipal staff to identify what potential risks may be most relevant across York Region. Potential risks are also aligned with goals in Vision 2051, social determinants of health, and risks identified in the Risk-driven Tracking Database for York Region.

Potential risks in York Region are set out in Table 1. Work is already underway to address some of these risks in York Region. As such, Table 1 also highlights some examples of existing York Region and York Regional Police (YRP) programs that can be leveraged in developing a Community Safety and Well-Being Plan.

**Table 1:**

#### Potential Risks and Examples of Related York Region and YRP Strategies and Programs

Risks and Descriptions	Examples of Related York Region or YRP Strategies or Programs*
<b>1. Alcohol and Substance Misuse</b> Alcohol or drug misuse and overdose, and criminal offences related to drugs and alcohol	<ul style="list-style-type: none"> <li>• <a href="#">Opioid Action Plan, 2019</a></li> <li>• <a href="#">Harm Reduction Program</a></li> <li>• <a href="#">Report Bad Drugs</a></li> </ul>
<b>2. Crime</b> Victim or perpetrator of personal or property crime	<ul style="list-style-type: none"> <li>• <a href="#">Neighbourhood Watch</a> (YRP)</li> <li>• <a href="#">Crime Stoppers</a> (YRP partner with Crime Stoppers of York Region)</li> <li>• <a href="#">Business Watch</a> (YRP)</li> </ul>
<b>3. Discrimination</b> Negative attitudes or actions, including hate crimes that are targeted toward a specific group	<ul style="list-style-type: none"> <li>• <a href="#">2017-2021 York Region Newcomer Strategy</a></li> <li>• <a href="#">York Region Immigration Portal</a></li> </ul>

Risks and Descriptions	Examples of Related York Region or YRP Strategies or Programs*
<b>4. Education and Development</b> Low educational attainment and/or low Education Development Instrument (EDI) scores among children age 0 to 6	<ul style="list-style-type: none"> <li>• <a href="#">EarlyON Child and Family Centres</a></li> <li>• <a href="#">York Region Early Intervention Services</a></li> </ul>
<b>5. Employment and Income</b> Having low income and/or being unemployed	<ul style="list-style-type: none"> <li>• <a href="#">Ontario Works</a></li> <li>• <a href="#">Child Care Fee Subsidy</a></li> <li>• <a href="#">Employment Resource Centres</a></li> <li>• <a href="#">Community Investment Fund</a></li> </ul>
<b>6. Housing Stability</b> Housing is not affordable, adequate, or suitable	<ul style="list-style-type: none"> <li>• <a href="#">Housing Solutions: A Place for Everyone</a></li> <li>• <a href="#">Subsidized Housing</a></li> <li>• <a href="#">Housing Stability Program</a></li> <li>• <a href="#">Homelessness Prevention Program</a></li> <li>• <a href="#">Home Repair Program</a></li> <li>• <a href="#">Emergency and Transitional Housing</a></li> <li>• <a href="#">Community Investment Fund</a></li> </ul>
<b>7. Mental Health</b> Poor mental health and extreme life stress, and unmanaged mental health issues	<ul style="list-style-type: none"> <li>• <a href="#">Mental Health Support Team</a> (YRP partner with York Support Services Network)</li> <li>• <a href="#">Transition to Parenting</a></li> <li>• <a href="#">Stress Lesson and Kids Have Stress Too</a></li> <li>• <a href="#">Community Investment Fund</a></li> <li>• <a href="#">Street Outreach Van</a></li> </ul>
<b>8. Physical Health</b> Poor physical health, chronic illness	<ul style="list-style-type: none"> <li>• <a href="#">Health Information Line – Health Connection</a></li> <li>• <a href="#">School Immunization Clinics</a></li> <li>• <a href="#">Healthy Schools Program</a></li> <li>• <a href="#">Smoking Treatment for Ontario Patients (STOP) on the Road</a></li> <li>• <a href="#">Pedestrian and Cycling Municipal Partnership Program</a></li> <li>• <a href="#">Community Investment Fund</a></li> </ul>
<b>9. Social Isolation</b> Weak sense of community belonging	<ul style="list-style-type: none"> <li>• <a href="#">York Region Seniors Strategy</a></li> <li>• <a href="#">EarlyON Child and Family Centres</a></li> <li>• <a href="#">Adult Day Programs</a></li> </ul>

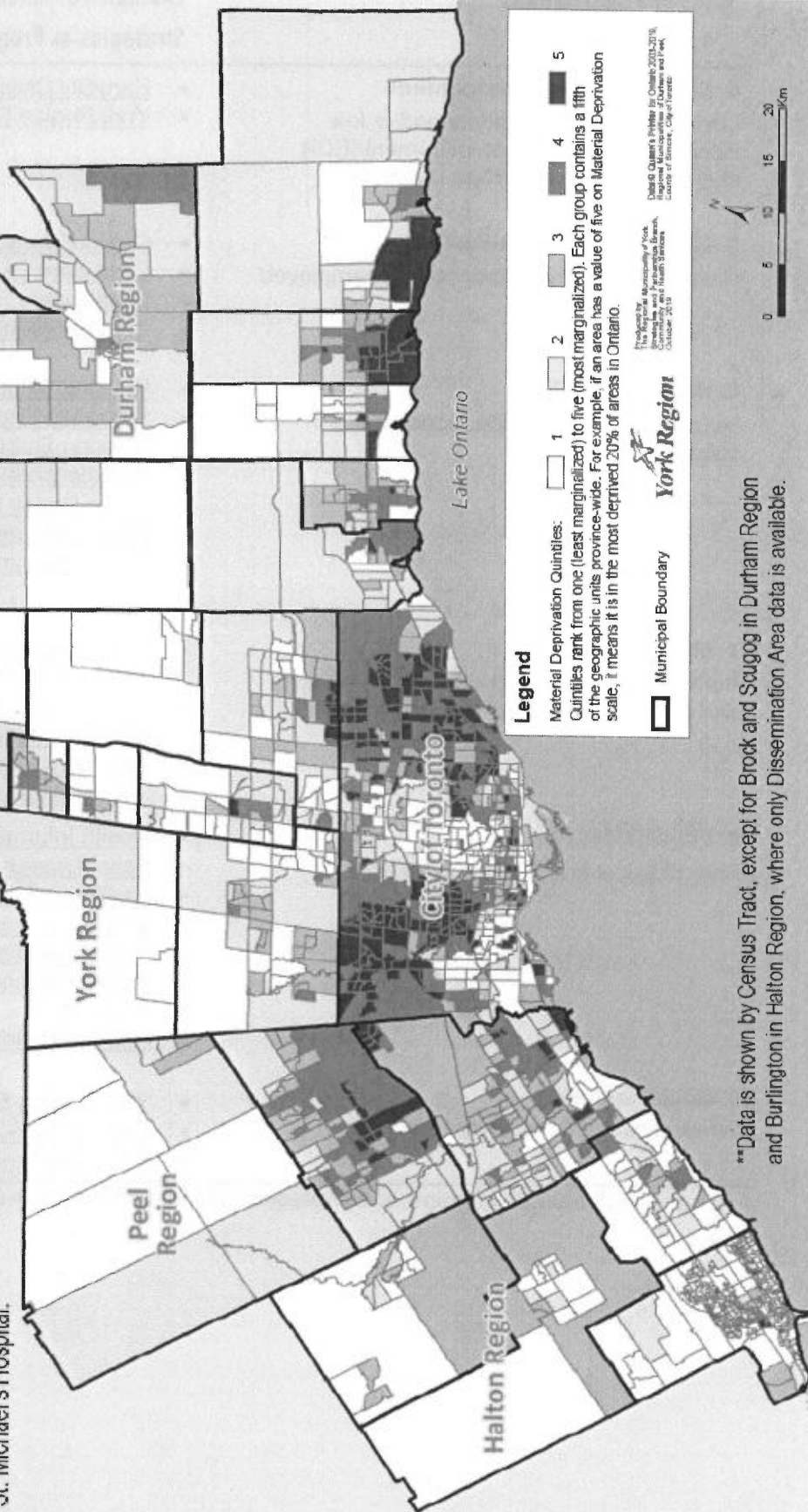
\*Examples of related programs and strategies only; not an exhaustive list

#10130161



# Greater Toronto Area Ontario Marginalization Index, 2016 - Material Deprivation\* by Census Tract and Dissemination Area\*\*

\*Indicators in this index measure income, quality of housing, educational attainment and family structure characteristics. Ontario Marginalization Index is an Ontario-specific version of the Canadian Marginalization Index. The 2016 update was created jointly by Public Health Ontario and the Centre for Urban Solutions at St. Michael's Hospital.



\*\*Data is shown by Census Tract, except for Brock and Seagov in Durham Region and Burlington in Halton Region, where only Dissemination Area data is available.



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

DECEMBER 4, 2019

---

**Interim Financial Reporting for the Period  
Ending September 30, 2019**

---

**RECOMMENDATION**

1. That the Board receive the unaudited interim financial reports for the nine month period ending September 30, 2019, pursuant to Financial Management Board Policy No. 01/05.

**SYNOPSIS**

The Regional Municipality of York Police Services Board (the "Board") is 61.9 percent spent at the end of September 30, 2019. York Regional Police is 75.4 percent spent for the same period. A Schedule of Reserves Balances totalling \$10,103,228 and Schedule of Capital Budget Spending with current year spending totalling \$9,504,082 have also been supplied for information purposes.

**FINANCIAL IMPLICATIONS**

At this time, it is projected that the Regional Municipality of York Police Services Board and York Regional Police 2019 Operating Budgets will be within funding approved by the Regional Municipality of York Police Services Board, resulting in a surplus position of approximately \$1 million. Financial analysis and reporting on all major accounts, including salaries, benefits, court time, overtime, fuel and investigative expenses are ongoing. Budget notes have been attached for all major variances.

## BACKGROUND

The Board's Financial Management Policy states that "the Chief of Police shall ensure that financial reporting is timely, accurate and relevant...The reports to the Board shall include: Quarterly reporting on actual financial performance including year-end financial forecasts." The Regional Municipality of York Finance Department third quarter accounting period is now complete, and the unaudited financial reports for the Board and York Regional Police for the period ending September 30, 2019 are attached to this report.

Net expenditures for the Board are \$269,496 or 61.9 percent of budget. For comparison purposes, the Operating Budget for the Board was 64.7 percent spent at September 30, 2018. Favourable variances exist in salaries, legal fees and consultant fees, and offset ahead of plan membership fees and public relations.

Net expenditures for York Regional Police are \$251,353,692 or 75.4 percent of budget as shown in the Schedule of Operating Budget Spending. For comparison purposes, the Operating Budget for York Regional Police was 71.8 percent spent at September 30, 2018.

Capital project expenditures are \$9,504,082 or 27.9 percent of budget based on inception-to-date project spending, as shown in the Schedule of Capital Budget Spending. Reserve funds totalling \$10,103,228 are identified in the Schedule of Reserve Balances.

Expenditures for salaries and benefits are slightly over budget. Favourable variances in purchase of services, software maintenance, hydro, water, and office cleaning accounts offset ahead of plan investigation, telecom contract, and telephone cellular expenses, as identified in the Schedule of Financial Notes and the Schedule of Operating Expenditures.

It is therefore recommended that the unaudited interim financial reports for September 30, 2019 be received in accordance with the quarterly reporting requirements outlined in the Financial Management Board Policy No. 01/05.

JM/II

Jim MacSween, B.A.A.  
Deputy Chief of Police  
Support Branch

Accessible formats or communication supports are available upon request

# Schedule of Capital Budget Spending as of September 30, 2019

## Project Spending

Project	Project #	Commenced	Capital Authority	Prior Years	Current Year	Inception to Date	Balance	% Spent	Anticipated Completion
#1 District Multi-Function	P29020	2017	\$25,655,000	\$92,708	\$541,073	\$633,782	\$25,113,927	2.1%	Dec 2021
#3 District Marine Headquarters	P29031	2017	\$8,308,000	\$3,106,000	\$603,086	\$3,709,086	\$4,598,914	7.3%	Dec 2020
Air Operations Helicopter	P29054	2022	\$5,943,000	\$0	\$0	\$0	\$5,943,000	0.0%	Dec 2022
Air Operations	P29050	2019	\$4,274,000	\$0	\$30,644	\$30,644	\$5,943,000	0.7%	Dec 2020
Vehicles (Replacement & Additional Staff)	P29010	2019	\$4,073,000	\$0	\$2,945,089	\$2,945,089	\$1,127,911	72.3%	Dec 2019
Land Bank Acquisition	P29045	2019	\$3,000,000	\$0	\$2,720	\$2,720	\$2,997,280	0.1%	Dec 2020
Connected Officer/In-Car Modernization	P29034	2018	\$2,716,000	\$615,576	\$897,230	\$1,512,806	\$1,818,770	33.0%	Dec 2021
Specialized Equip - Forensic Lab	P29047	2018	\$2,200,000	\$0	\$0	\$0	\$2,200,000	0.0%	Dec 2020
Info Technology Hardware & Software	P29022	2019	\$1,447,000	\$0	\$786,382	\$786,382	\$660,618	54.3%	Dec 2019
Specialized Equipment	P29017	2019	\$1,264,000	\$0	\$922,426	\$922,426	\$341,574	73.0%	Dec 2019
CSV Expansion & Renovations	P29051	2017	\$1,240,000	\$906,220	\$799,243	\$1,705,464	\$440,757	64.5%	Dec 2019
Digital Evidence Management	P29024	2019	\$1,060,000	\$0	\$0	\$0	\$1,060,000	0.0%	Dec 2019
IT Infrastructure & Retention	P29030	2019	\$969,000	\$0	\$821,084	\$821,084	\$147,916	84.7%	Dec 2019
Specialized Equipment - Road Safety	P29018	2019	\$408,000	\$0	\$0	\$0	\$408,000	0.0%	Dec 2019
Renovation to Existing Facilities	P29033	2019	\$750,000	\$0	\$0	\$0	\$750,000	0.0%	Dec 2019
Closed Circuit / Witness Rooms	P29035	2018	\$290,000	\$459,419	\$240,132	\$699,551	\$49,868	82.8%	Dec 2019
Technical Investigation Equipment	P29023	2015	\$550,000	\$511,304	\$18,284	\$529,588	\$531,716	3.3%	Dec 2020
Radio System	P29042	2019	\$390,000	\$0	\$233,489	\$233,489	\$156,511	59.9%	Dec 2019
Renovations - #4 District	P29043	2014	\$235,000	\$2,008,534	\$261,472	\$2,270,006	-\$26,472	111.3%	Dec 2019
Business Intelligence Enhancement	P29011	2019	\$280,000	\$0	\$75,837	\$75,837	\$204,163	27.1%	Dec 2019
Marine Patrol Boat	P29037	2019	\$250,000	\$0	\$110,827	\$110,827	\$139,173	44.3%	Dec 2020
Robotics/Support Service Equipment	P29014	2019	\$244,000	\$0	\$168,220	\$168,220	\$75,780	68.9%	Dec 2019
Sub-station Outlook - King	P29046	2016	\$40,000	\$1,079,075	\$46,844	\$1,125,919	-\$6,844	117.1%	Dec 2019
<b>Total capital budget spending</b>			<b>\$65,586,000</b>	<b>\$8,778,837</b>	<b>\$9,504,082</b>	<b>\$18,282,919</b>	<b>\$52,975,918</b>	<b>27.9%</b>	

Notes:

1. Capital Authority represents Capital Spending Authority approved by the Regional Council on February 28, 2019

## Schedule of Reserve Balances as of September 30, 2019

Reserve fund	Reserve #	Balance at Dec. 31/18	Funding to Reserve	Funding to Budget	Interest Earned	Balance at September 30/19
Board public relations fund	89595	\$155,326	\$87,904	-\$95,850	\$3,029	\$150,409
Development charge reserve	89335	\$9,024,483	\$2,781,085	-\$3,461,034	\$245,402	\$8,589,936
Sick bank reserve	89615	\$0	\$1,350,000	\$0	\$12,883	\$1,362,884
<b>Total reserves</b>		<b>\$9,179,809</b>	<b>\$4,218,989</b>	<b>-\$3,556,884</b>	<b>\$261,314</b>	<b>\$10,103,228</b>



## Schedule of Operating Expenditures as of September 30, 2019

Account	2019						
	YTD Actuals	YTD Budget	YTD Variance	% Spent YTD Budget	Annual Budget	Remaining Annual Budget	% Spent Annual Budget
<b>Expenditures</b>							
Salaries and Benefits	239,988,779	236,438,829	(3,549,950)	102%	315,302,580	75,313,801	76%
Program Specific Expenses	2,825,377	2,202,599	(622,778)	128%	2,936,800	111,423	96%
Professional Contracted Serv	759,275	1,487,324	728,049	51%	1,983,100	1,223,825	38%
General Expenses	13,406,582	13,678,732	272,150	98%	18,238,320	4,831,738	74%
Financial Charges	231,536	160,500	(71,037)	144%	214,000	(17,536)	108%
Financial Items	29	0	(29)	--	0	(29)	--
Insurance	1,912,500	1,912,500	0	100%	2,550,000	637,500	75%
Occupancy Costs	6,471,072	6,748,994	277,921	96%	8,998,661	2,527,589	72%
Minor Capital	411,641	598,104	186,462	69%	797,472	385,831	52%
Debt Related Payments	5,346,980	5,238,148	(108,833)	102%	6,984,197	1,637,217	77%
Internal Charges_Recoveries							
Contribution to Reserves	6,651,583	6,114,000	(537,583)	109%	8,152,000	1,500,417	82%
<b>Total Expenditures</b>	<b>278,005,355</b>	<b>274,579,729</b>	<b>(3,425,626)</b>	<b>101%</b>	<b>366,157,130</b>	<b>88,151,775</b>	<b>76%</b>
Total Negotiated Specific Intra Dept Chg	1,270,350	1,270,350	0	100%	1,693,800	423,450	75%
<b>Total Gross Expenditures excl. Allocations &amp; Recoveries</b>	<b>279,275,705</b>	<b>275,850,079</b>	<b>(3,425,626)</b>	<b>101%</b>	<b>367,850,930</b>	<b>88,575,225</b>	<b>76%</b>
Total Revenues	(27,652,517)	(25,480,489)	2,172,028	109%	(33,973,986)	(6,321,469)	81%
<b>Net Levy before Allocations &amp; Recoveries</b>	<b>251,623,188</b>	<b>250,369,590</b>	<b>(1,253,598)</b>	<b>101%</b>	<b>333,876,944</b>	<b>82,253,756</b>	<b>75%</b>
Total Allocations and Recoveries	1,107,238	1,107,238	0	100%	1,476,317	369,079	75%
<b>Net Levy after Allocations &amp; Recoveries</b>	<b>252,730,426</b>	<b>251,476,827</b>	<b>(1,253,598)</b>	<b>101%</b>	<b>335,353,260</b>	<b>82,622,835</b>	<b>75%</b>

**Detail****Expenditures****Salaries and Benefits***Salaries*

Salary Permanent	01000	177,735,905	176,641,942	(1,093,963)	101%	236,058,318	58,322,413	75%
Salary OverTime	01020	4,990,445	2,738,774	(2,251,671)	182%	3,651,700	(1,338,745)	137%
Court OverTime	01021	1,307,104	1,250,774	(56,329)	105%	1,667,700	360,596	78%
Returned OverTime	01022	(759,456)	(732,299)	27,157	104%	(976,400)	(216,944)	78%
Salary Adjustments	01050	3,949,362	5,016,660	1,067,298	79%	6,688,880	2,739,518	59%
<b>Total Salaries</b>		<b>187,223,359</b>	<b>184,915,851</b>	<b>(2,307,508)</b>	<b>101%</b>	<b>247,090,198</b>	<b>59,866,839</b>	<b>76%</b>

*Benefits*

Benefits	02500	52,765,420	50,554,807	(2,210,614)	104%	66,921,486	14,156,066	79%
Retiree Benefits	02525	0	968,171	968,171	0%	1,290,896	1,290,896	0%
<b>Total Benefits</b>		<b>52,765,420</b>	<b>51,522,978</b>	<b>(1,242,442)</b>	<b>102%</b>	<b>68,212,382</b>	<b>15,446,961</b>	<b>77%</b>

**Program Specific Expenses***YRP Deployment Investigation*

Equipment Firearms Special Unit	20170	306,942	531,825	224,882	58%	709,100	402,158	43%
Photographic Chemicals	24030							
Photographic Equipment	24040	72,282	73,500	1,218	98%	98,000	25,718	74%
Photographic Paper	24050	0	0	0	--	0	0	--
Photographic Supplies	24060	17,146	32,250	15,104	53%	43,000	25,855	40%
Finger Print Miscellaneous	24070	8,614	18,750	10,136	46%	25,000	16,386	34%
Finger Print Chemicals	24080	0	0	0	--	0	0	--
Investigation Expense	24090	1,841,407	872,625	(968,782)	211%	1,163,500	(677,907)	158%
Recruiting	25210	27,021	42,675	15,654	63%	56,900	29,879	47%
Personnel Agency Fees	25230	485,595	583,350	97,754	83%	777,800	292,205	62%
<b>Total YRP Deployment Investigation</b>		<b>2,759,008</b>	<b>2,154,974</b>	<b>(604,034)</b>	<b>128%</b>	<b>2,873,300</b>	<b>114,292</b>	<b>96%</b>

*Health Related Materials*

Meals Catering	23135	66,369	47,625	(18,744)	139%	63,500	(2,869)	105%
<b>Total Health Related Materials</b>		<b>66,369</b>	<b>47,625</b>	<b>(18,744)</b>	<b>139%</b>	<b>63,500</b>	<b>(2,869)</b>	<b>105%</b>

**Total Program Specific Expenses****Professional Contracted Serv***Professional Services*

Legal Fees	25020	101,411	83,625	(17,786)	121%	111,500	10,089	91%
Translation	25070	24,178	19,500	(4,678)	124%	26,000	1,822	93%
Purchase of Service	28520	330,678	1,123,200	792,521	29%	1,497,600	1,166,922	22%
<b>Total Professional Services</b>		<b>456,267</b>	<b>1,226,325</b>	<b>770,058</b>	<b>37%</b>	<b>1,635,100</b>	<b>1,178,833</b>	<b>28%</b>

*External Consulting Fees*

Consultant	25100	303,009	261,000	(42,009)	116%	348,000	44,991	87%
<b>Total External Consulting Fees</b>		<b>303,009</b>	<b>261,000</b>	<b>(42,009)</b>	<b>116%</b>	<b>348,000</b>	<b>44,991</b>	<b>87%</b>

**Total Professional Contracted Serv****General Expenses***Computer Expenses*

Software Maintenance	12400	2,511,227	3,052,050	540,823	82%	4,069,400	1,558,173	62%
Computer Supplies	12410	47,428	69,525	22,097	68%	92,700	45,272	51%
Computer Hardware	41000	3,091	1,200	(1,891)	258%	1,600	(1,491)	193%
Computer Software	41010	289,339	164,850	(124,489)	176%	219,800	(69,539)	132%
<b>Total Computer Expenses</b>		<b>2,851,086</b>	<b>3,287,625</b>	<b>436,539</b>	<b>87%</b>	<b>4,383,500</b>	<b>1,532,414</b>	<b>65%</b>

*Administrative Expenses*

Misc Allowances	05000	591,403	1,093,513	502,110	54%	1,458,020	866,617	41%
Meal Allowance	05010	97,366	0	(97,366)	--	0	(97,366)	--
Travel Fares Parking Tolls	06000	147,353	0	(147,353)	--	0	(147,353)	--
Mileage Reimbursement	07000	51,383	3,000	(48,383)	1,713%	4,000	(47,383)	1,285%
Conventions Seminars	09000	252,606	201,000	(51,606)	126%	268,000	15,394	94%



## Schedule of Operating Expenditures as of September 30, 2019

2019								
Account		YTD Actuals	YTD Budget	YTD Variance	% Spent YTD Budget	Annual Budget	Remaining Annual Budget	% Spent Annual Budget
<b>Expenditures</b>								
Meetings	09002	68,020	91,349	23,329	74%	121,800	53,781	56%
PCardSuspense	11400	325,192	0	(325,192)	--	0	(325,192)	--
UnclearedItems	11450	0	0	0	--	0	0	--
PublicationsSubscriptions	12100	54,337	57,074	2,737	95%	76,100	21,763	71%
Courier	12200	12,667	14,775	2,108	86%	19,700	7,033	64%
Postage	12250	34,698	32,100	(2,598)	108%	42,800	8,102	81%
OfficeSupplies	12350	203,036	186,599	(16,436)	109%	248,800	45,764	82%
EquipmentLease	12910	70,468	90,000	19,532	78%	120,000	49,532	59%
MaterialSupplies	26030	156,790	146,700	(10,090)	107%	195,600	38,810	80%
RentEquipment	29600	8,087	5,625	(2,462)	144%	7,500	(587)	108%
<b>Total Administrative Expenses</b>		<b>2,073,404</b>	<b>1,921,735</b>	<b>(151,669)</b>	<b>108%</b>	<b>2,562,320</b>	<b>488,916</b>	<b>81%</b>
<b>Fleet Maintenance</b>								
GasOil	26060	2,139,853	2,112,600	(27,253)	101%	2,816,800	676,947	76%
Diesel	26070	14,308	25,875	11,567	55%	34,500	20,192	41%
VehicleLicensing	27240	107	0	(107)	--	0	(107)	--
RepairMaintVehicles	37510	1,177,756	1,278,750	100,994	92%	1,705,000	527,244	69%
RepairAccidentVehicle	37515	320,623	219,750	(100,873)	146%	293,000	(27,623)	109%
VehicleEquipment	40040	32,676	90,000	57,324	36%	120,000	87,324	27%
<b>Total Fleet Maintenance</b>		<b>3,685,323</b>	<b>3,726,975</b>	<b>41,652</b>	<b>99%</b>	<b>4,969,300</b>	<b>1,283,977</b>	<b>74%</b>
<b>Training and Employee Related</b>								
StaffTrainingDevelopment	10000	962,285	825,150	(137,135)	117%	1,100,200	137,915	87%
TuitionTaxable	10020	52,852	187,500	134,648	28%	250,000	197,148	21%
TrainingOntarioPoliceCollege	10100	131,745	172,500	40,755	76%	230,000	98,255	57%
TrainingCanadianPoliceCollege	10110	84,498	93,750	9,252	90%	125,000	40,502	68%
Uniforms	20000	1,094,763	1,092,000	(2,763)	100%	1,456,000	361,237	75%
<b>Total Training and Employee Related</b>		<b>2,326,143</b>	<b>2,370,900</b>	<b>44,757</b>	<b>98%</b>	<b>3,161,200</b>	<b>835,057</b>	<b>74%</b>
<b>Memberships and Recognition</b>								
MembershipFees	11000	75,578	101,849	26,271	74%	135,800	60,222	56%
<b>Total Memberships and Recognition</b>		<b>75,578</b>	<b>101,849</b>	<b>26,271</b>	<b>74%</b>	<b>135,800</b>	<b>60,222</b>	<b>56%</b>
<b>Telecommunications Network</b>								
Telephone	12010	131,379	125,175	(6,204)	105%	166,900	35,521	79%
TelephoneEquipment	12030	13,145	12,225	(920)	108%	16,300	3,155	81%
TelephoneCellular	12050	640,829	465,000	(175,829)	138%	620,000	(20,829)	103%
MobileCellularData	12055	146,076	162,075	15,999	90%	216,100	70,024	68%
TelecommunicationLines	13050	221,167	376,275	155,108	59%	501,700	280,533	44%
TelecomContracts	13060	568,090	430,425	(137,665)	132%	573,900	5,810	99%
RadioSystemLicense	21000	165,918	125,250	(40,668)	132%	167,000	1,082	99%
<b>Total Telecommunications Network</b>		<b>1,886,603</b>	<b>1,696,425</b>	<b>(190,178)</b>	<b>111%</b>	<b>2,261,900</b>	<b>375,297</b>	<b>83%</b>
<b>Advertising and Promotion</b>								
AdvertisingPublicity	11050	11,616	9,450	(2,166)	123%	12,600	984	92%
PublicInformation	11200	0	0	0	--	0	0	--
SpecialEvents	11250	112,353	160,425	48,072	70%	213,900	101,547	53%
PublicRelations	11300	223,428	178,200	(45,228)	125%	237,600	14,172	94%
AudioVisual	24010	62,256	75,000	12,743	83%	100,000	37,744	62%
<b>Total Advertising and Promotion</b>		<b>409,653</b>	<b>423,074</b>	<b>13,421</b>	<b>97%</b>	<b>564,100</b>	<b>154,447</b>	<b>73%</b>
<b>Printing</b>								
PrintshopPrintingAllocation	12658	24,410	45,000	20,590	54%	60,000	35,590	41%
PrintingExternal	12750	74,382	105,150	30,768	71%	140,200	65,818	53%
<b>Total Printing</b>		<b>98,792</b>	<b>150,150</b>	<b>51,357</b>	<b>66%</b>	<b>200,200</b>	<b>101,408</b>	<b>49%</b>
<b>Total General Expenses</b>		<b>13,406,582</b>	<b>13,678,732</b>	<b>272,150</b>	<b>98%</b>	<b>18,238,320</b>	<b>4,831,738</b>	<b>74%</b>
<b>Financial Charges</b>								
<i>Financial Charges</i>								
BankCharges_Interest_Penalty	50030	165,851	160,500	(5,351)	103%	214,000	48,149	78%
TransactionCharges	50050	65,686	0	(65,686)	--	0	(65,686)	--
<b>Total Financial Charges</b>		<b>231,536</b>	<b>160,500</b>	<b>(71,037)</b>	<b>144%</b>	<b>214,000</b>	<b>(17,536)</b>	<b>108%</b>
<b>Total Financial Charges</b>		<b>231,536</b>	<b>160,500</b>	<b>(71,037)</b>	<b>144%</b>	<b>214,000</b>	<b>(17,536)</b>	<b>108%</b>
<b>Financial Items</b>								
<i>Financial Items</i>								
ThirdPartyPayments	50100	29	0	(29)	--	0	(29)	--
<b>Total Financial Items</b>		<b>29</b>	<b>0</b>	<b>(29)</b>	<b>--</b>	<b>0</b>	<b>(29)</b>	<b>--</b>
<b>Total Financial Items</b>		<b>29</b>	<b>0</b>	<b>(29)</b>	<b>--</b>	<b>0</b>	<b>(29)</b>	<b>--</b>
<b>Insurance</b>								
<i>Insurance</i>								
InsuranceAllocation	30118	1,912,500	1,912,500	0	100%	2,550,000	637,500	75%
<b>Total Insurance</b>		<b>1,912,500</b>	<b>1,912,500</b>	<b>0</b>	<b>100%</b>	<b>2,550,000</b>	<b>637,500</b>	<b>75%</b>
<b>Total Insurance</b>		<b>1,912,500</b>	<b>1,912,500</b>	<b>0</b>	<b>100%</b>	<b>2,550,000</b>	<b>637,500</b>	<b>75%</b>
<b>Occupancy Costs</b>								
<i>Occupancy Costs</i>								
HydroWater	30000	1,100,567	1,325,527	224,960	83%	1,767,370	666,803	62%
Heat	30020	218,772	228,758	9,987	96%	305,012	86,240	72%
OfficeCleaning	30031	707,547	938,775	231,228	75%	1,251,700	544,153	57%
Caretaking	30050	144,735	134,250	(10,485)	108%	179,000	34,265	81%
FacilityLeaseRent	30090	784,827	727,350	(57,477)	108%	969,800	184,973	81%
DedicatedFacilityExpense	30098	627,435	627,435	0	100%	836,580	209,145	75%
BuildingRenovations	30120	92,753	37,500	(55,253)	247%	50,000	(42,753)	186%
RepairsMaintenanceBuilding	31000	142,258	96,150	(46,108)	148%	128,200	(14,058)	111%



## Schedule of Operating Expenditures as of September 30, 2019

2019								
Account		YTD Actuals	YTD Budget	YTD Variance	% Spent YTD Budget	Annual Budget	Remaining Annual Budget	% Spent Annual Budget
<b>Expenditures</b>								
RepairMaintBuildingInternal	31009	520,555	441,000	(79,556)	118%	588,000	67,445	89%
GroundsMaintenance	31050	326,632	355,050	28,418	92%	473,400	146,768	69%
RepairMaintContracts	31200	3,839	10,050	6,211	38%	13,400	9,561	29%
RepairMaintElectrical	31430	98,090	86,400	(11,690)	114%	115,200	17,110	85%
RepairMaintMechanical	31500	420,021	472,050	52,029	89%	629,400	209,379	67%
RepairMaintPlantEquipment	35700	1,278,720	1,268,699	(10,020)	101%	1,691,600	412,880	76%
RepairMaintSpecialEquipment	37600	4,322	0	(4,322)	--	0	(4,322)	--
Total Occupancy Costs		6,471,072	6,748,994	277,921	96%	8,998,661	2,527,589	72%
<b>Total Occupancy Costs</b>		<b>6,471,072</b>	<b>6,748,994</b>	<b>277,921</b>	<b>96%</b>	<b>8,998,661</b>	<b>2,527,589</b>	<b>72%</b>
<b>Minor Capital</b>								
Minor Capital								
PurchaseOfEquipment	40000	122,669	254,979	132,310	48%	339,972	217,303	36%
OperatingEquipment	40010	288,973	343,125	54,152	84%	457,500	168,527	63%
Total Minor Capital		411,641	598,104	186,462	69%	797,472	385,831	52%
<b>Total Minor Capital</b>		<b>411,641</b>	<b>598,104</b>	<b>186,462</b>	<b>69%</b>	<b>797,472</b>	<b>385,831</b>	<b>52%</b>
<b>Debt Interest</b>								
Debt Principal								
DebtPrincipalSinkingFund	54508	3,432,743	2,574,557	(858,186)	133%	3,432,743	0	100%
Total Debt Principal		3,432,743	2,574,557	(858,186)	133%	3,432,743	0	100%
Debt Interest								
AllocatedDebtInterest	54518	1,914,238	2,663,590	749,353	72%	3,551,454	1,637,216	54%
Total Debt Interest		1,914,238	2,663,590	749,353	72%	3,551,454	1,637,216	54%
<b>Total Debt Interest</b>		<b>5,346,980</b>	<b>5,238,148</b>	<b>(108,833)</b>	<b>102%</b>	<b>6,984,197</b>	<b>1,637,217</b>	<b>77%</b>
<b>Internal Charges_Recoveries</b>								
Internal Charges_Recoveries								
InterDepartmentCharges	66000							
Total Internal Charges_Recoveries								
<b>Total Internal Charges_Recoveries</b>								
<b>Contributions to Reserves</b>								
Contributions to Reserves								
ContrToFacilitiesRehab	57210	2,048,250	2,048,250	0	100%	2,731,000	682,750	75%
ContrToDebtReduction	57635	494,250	0	(494,250)	--	0	(494,250)	--
ContrToFuelCostStabilization	57644	197	0	(197)	--	0	(197)	--
ContrToSickLeave	57650	1,350,000	1,350,000	0	100%	1,800,000	450,000	75%
ContrToEquipmentReplacement	57670	1,122,000	1,122,000	0	100%	1,496,000	374,000	75%
ContrToVehicleReplacement	57690	1,281,750	1,281,750	0	100%	1,709,000	427,250	75%
ContrToCapitalCurrent	57700	232	0	(232)	--	0	(232)	--
ContrToYRPIInfrastructureRes	57741	267,000	267,000	0	100%	356,000	89,000	75%
ContrToSeizedMoney	57970	87,904	45,000	(42,904)	195%	60,000	(27,904)	147%
Total Contributions to Reserves		6,651,583	6,114,000	(537,583)	109%	8,152,000	1,500,417	82%
<b>Total Contributions to Reserves</b>		<b>6,651,583</b>	<b>6,114,000</b>	<b>(537,583)</b>	<b>109%</b>	<b>8,152,000</b>	<b>1,500,417</b>	<b>82%</b>
<b>Total Expenditures</b>		<b>278,005,355</b>	<b>274,579,729</b>	<b>(3,425,626)</b>	<b>101%</b>	<b>366,157,130</b>	<b>88,151,775</b>	<b>76%</b>
<b>NegotiatedSpecificIntraDeptChg</b>								
NegotiatedSpecificIntraDeptChg								
NegotiatedSpecificIntraDeptChg								
RecoveryEMS	61009	(54,000)	(54,000)	0	100%	(72,000)	(18,000)	75%
NegotiatedPlanning	62038							
NegotiatedTransportationServic	62048	554,100	554,100	0	100%	738,800	184,700	75%
NegotiatedLegal	62098	593,250	593,250	0	100%	791,000	197,750	75%
NegotiatedDAVS	62128	177,000	177,000	0	100%	236,000	59,000	75%
Total NegotiatedSpecificIntraDeptChg		1,270,350	1,270,350	0	100%	1,693,800	423,450	75%
<b>Total NegotiatedSpecificIntraDeptChg</b>		<b>1,270,350</b>	<b>1,270,350</b>	<b>0</b>	<b>100%</b>	<b>1,693,800</b>	<b>423,450</b>	<b>75%</b>
<b>Total NegotiatedSpecificIntraDeptChg</b>		<b>1,270,350</b>	<b>1,270,350</b>	<b>0</b>	<b>100%</b>	<b>1,693,800</b>	<b>423,450</b>	<b>75%</b>
<b>Total Gross Expenditures excl. Allocations &amp; Recoveries</b>		<b>279,275,705</b>	<b>275,850,079</b>	<b>(3,425,626)</b>	<b>101%</b>	<b>367,850,930</b>	<b>88,575,225</b>	<b>76%</b>
<b>Revenues</b>								
<b>Provincial Funding</b>								
Provincial Funding								
ProvincialGrant	71010	(9,804,575)	(10,837,684)	(1,033,110)	90%	(14,450,246)	(4,645,671)	68%
Total Provincial Funding		(9,804,575)	(10,837,684)	(1,033,110)	90%	(14,450,246)	(4,645,671)	68%
<b>Total Provincial Funding</b>		<b>(9,804,575)</b>	<b>(10,837,684)</b>	<b>(1,033,110)</b>	<b>90%</b>	<b>(14,450,246)</b>	<b>(4,645,671)</b>	<b>68%</b>
<b>Development Charges</b>								
Development Charges								
ContrFromDCPolice	77060	(3,323,874)	(3,323,874)	0	100%	(4,431,832)	(1,107,958)	75%
Total Development Charges		(3,323,874)	(3,323,874)	0	100%	(4,431,832)	(1,107,958)	75%
<b>Total Development Charges</b>		<b>(3,323,874)</b>	<b>(3,323,874)</b>	<b>0</b>	<b>100%</b>	<b>(4,431,832)</b>	<b>(1,107,958)</b>	<b>75%</b>
<b>Fees and Services</b>								
Fees and Services								
RecoveryOther	70400	(633,744)	(585,509)	48,235	108%	(780,678)	(146,934)	81%
FeesAndCharges	75000	(4,578,108)	(2,781,825)	1,796,283	165%	(3,709,100)	869,008	123%
AdministrativeFees	75040	(1,095,971)	(620,250)	475,721	177%	(827,000)	268,971	133%
SundryRevenue	75060	(390,995)	(234,000)	156,995	167%	(312,000)	78,995	125%
PoliceEscorts	75090	(1,153,593)	(686,250)	467,343	168%	(915,000)	238,593	126%
AccidentReports	75130	(387,750)	(612,000)	(224,250)	63%	(816,000)	(428,250)	48%
PrisonerEscorts	75150	(6,592)	(30,000)	(23,408)	22%	(40,000)	(33,408)	16%
LeaseRentalRevenue	75160	(182,435)	(150,000)	32,435	122%	(200,000)	(17,565)	91%

## Schedule of Operating Expenditures as of September 30, 2019

2019								
Account		YTD Actuals	YTD Budget	YTD Variance	% Spent YTD Budget	Annual Budget	Remaining Annual Budget	% Spent Annual Budget
<b>Expenditures</b>								
AlarmMonitoringFees	75180	(1,139,900)	(1,212,075)	(72,175)	94%	(1,616,100)	(476,200)	71%
ClearanceLetterRevenues	75330	(1,250,235)	(1,366,750)	(106,515)	92%	(1,809,000)	(558,765)	69%
VolunteerApplicantScreeningRev	75335	(1,456,195)	(1,233,000)	223,195	118%	(1,644,000)	(187,805)	89%
FOIRevenue	75340	(94,846)	(112,500)	(17,654)	84%	(150,000)	(55,154)	63%
SaleOfEquipment	75520	(513,680)	(280,575)	233,105	183%	(374,100)	139,580	137%
Total Fees and Services		(12,884,045)	(9,894,733)	2,989,312	130%	(13,192,978)	(308,933)	98%
<b>Total Fees and Services</b>		<b>(12,884,045)</b>	<b>(9,894,733)</b>	<b>2,989,312</b>	<b>130%</b>	<b>(13,192,978)</b>	<b>(308,933)</b>	<b>98%</b>
<b>Interest</b>								
Interest								
InvestmentIncomeAllocation	50000							
Total Interest								
<b>Total Interest</b>								
<b>Other Revenue</b>								
Other Revenue								
ThirdPartyFunding	75310	(1,535,640)	(1,367,948)	167,692	112%	(1,823,930)	(288,290)	84%
Total Other Revenue		(1,535,640)	(1,367,948)	167,692	112%	(1,823,930)	(288,290)	84%
<b>Total Other Revenue</b>		<b>(1,535,640)</b>	<b>(1,367,948)</b>	<b>167,692</b>	<b>112%</b>	<b>(1,823,930)</b>	<b>(288,290)</b>	<b>84%</b>
<b>Contributions From Reserves</b>								
Contributions From Reserves								
ContrFromFuelCostStabilization	77644	(8,534)	0	8,534	--	0	8,534	--
ContrFromSeizedMoney	77830	(95,850)	(56,250)	39,600	170%	(75,000)	20,850	128%
Total Contributions From Reserves		(104,384)	(56,250)	48,134	186%	(75,000)	29,384	139%
<b>Total Contributions From Reserves</b>		<b>(104,384)</b>	<b>(56,250)</b>	<b>48,134</b>	<b>186%</b>	<b>(75,000)</b>	<b>29,384</b>	<b>139%</b>
<b>Total Revenues</b>		<b>(27,652,517)</b>	<b>(25,480,489)</b>	<b>2,172,028</b>	<b>109%</b>	<b>(33,973,986)</b>	<b>(6,321,469)</b>	<b>81%</b>
<b>Net Levy before Allocations &amp; Recoveries</b>		<b>251,623,188</b>	<b>250,369,590</b>	<b>(1,253,598)</b>	<b>101%</b>	<b>333,876,944</b>	<b>82,253,756</b>	<b>75%</b>

**Schedule of Operating Budget Spending as of September 30, 2019**

	Board	Year-to-Date Actuals		Total	Board	Annual Budget		Total	Board	Remaining Balance		Total	% Spent
		YRP	YRP			YRP	YRP			YRP	YRP		
Salaries and Benefits	\$223,003	\$239,765,776	\$239,988,779	\$239,988,779	\$329,000	\$314,973,580	\$315,302,580	\$315,302,580	\$105,997	\$75,207,804	\$75,313,801	\$75,313,801	76.1%
Program Specific Expenses	\$0	\$2,825,377	\$2,825,377	\$2,825,377	\$0	\$2,936,800	\$2,936,800	\$2,936,800	\$0	\$111,423	\$111,423	\$111,423	96.2%
Professional Contracted Services	\$5,718	\$753,557	\$759,275	\$759,275	\$40,000	\$1,943,100	\$1,983,100	\$1,983,100	\$34,282	\$1,189,543	\$1,223,825	\$1,223,825	38.3%
General Expenses	\$136,625	\$13,269,957	\$13,406,582	\$13,406,582	\$112,800	\$18,125,520	\$18,238,320	\$18,238,320	-\$23,825	\$4,855,563	\$4,831,738	\$4,831,738	73.5%
Financial Charges	\$0	\$231,536	\$231,536	\$231,536	\$0	\$214,000	\$214,000	\$214,000	\$0	-\$17,536	-\$17,536	-\$17,536	108.2%
Insurance	\$0	\$1,912,500	\$1,912,500	\$1,912,500	\$0	\$2,550,000	\$2,550,000	\$2,550,000	\$0	\$637,500	\$637,500	\$637,500	75.0%
Occupancy Costs	\$0	\$6,471,072	\$6,471,072	\$6,471,072	\$0	\$8,998,661	\$8,998,661	\$8,998,661	\$0	\$2,527,589	\$2,527,589	\$2,527,589	71.9%
Minor Capital	\$0	\$411,641	\$411,641	\$411,641	\$3,300	\$794,172	\$797,472	\$797,472	\$3,300	\$382,531	\$385,831	\$385,831	51.6%
Debt Related Payments	\$0	\$5,346,980	\$5,346,980	\$5,346,980	\$0	\$6,984,197	\$6,984,197	\$6,984,197	\$0	\$1,637,217	\$1,637,217	\$1,637,217	76.6%
Contribution to Reserves	\$87,904	\$6,563,679	\$6,651,583	\$6,651,583	\$60,000	\$8,092,000	\$8,152,000	\$8,152,000	-\$27,904	\$1,528,321	\$1,500,417	\$1,500,417	81.6%
Total expenditures	\$453,250	\$277,552,105	\$278,005,355	\$278,005,355	\$545,100	\$365,612,030	\$366,157,130	\$366,157,130	\$91,850	\$88,059,925	\$88,151,775	\$88,151,775	75.9%
Internal Charges	\$0	\$1,270,350	\$1,270,350	\$1,270,350	\$0	\$1,693,800	\$1,693,800	\$1,693,800	\$0	\$423,450	\$423,450	\$423,450	75.0%
Total Revenues	(\$183,754)	(\$27,468,763)	(\$27,652,517)	(\$27,652,517)	(\$110,000)	(\$33,863,986)	(\$33,973,986)	(\$33,973,986)	\$73,754	(\$6,395,223)	(\$6,321,469)	(\$6,321,469)	81.4%
<b>Net Levy before Allocations &amp; Rec</b>	<b>\$269,496</b>	<b>\$251,353,692</b>	<b>\$251,623,188</b>	<b>\$251,623,188</b>	<b>\$435,100</b>	<b>\$333,441,844</b>	<b>\$333,876,944</b>	<b>\$333,876,944</b>	<b>\$165,604</b>	<b>\$82,088,152</b>	<b>\$82,253,756</b>	<b>\$82,253,756</b>	<b>75.4%</b>
<b>Percentage spent</b>	<b>61.9%</b>	<b>75.4%</b>	<b>75.4%</b>	<b>75.4%</b>									

Notes / Assumptions

1. Excludes Regional allocations for telephone, occupancy, information technology, human resources, legal, and finance
2. Excludes non-budgeted PSAB charges for Tangible Capital Asset costs for amortization, debt principle and gain/loss on disposal of assets



## **Schedule of Financial Notes as of September 30, 2019**

### **SALARIES**

The Salaries account is on budget with 75.3 percent spent at September 30, 2019.

Net Overtime is 127.5 percent spent which includes the estimated banked liability. Salary Overtime is over budget due to large-scale incidents such as the high-profile Markham kidnapping and investigative projects including Project Sindacato, Project Moon, Project Zen, and Project Convalesce. Court Overtime and Returned Overtime are over budget as well. Overtime is forecast to be in a deficit position by end of year. The actual payout to date before overtime bank accrual is \$1,840,796. For comparison purposes, net overtime as of September 30, 2018 was 105.6 percent spent.

### **BENEFITS**

Employee benefits accounts are unfavorable at 77.4 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 76.6 percent spent.

### **OPERATING EXPENSES**

#### **Program Specific Expense**

Overall spending is ahead of budget due to Investigative Expense for ongoing operational projects. The unfavourable variance is partially offset by underspending in accounts including ammunition, photographic and personal agency fees.

#### **Professional Contracted Services**

Purchase of Service is well below budget due to below plan air support spending, offset by unfavourable variances in legal fees and consultant accounts.

#### **General Expense**

Overall spending is slightly below budget. Telecom contracts account is over budget primarily due to timing of renewal of annual radio maintenance and license payments. Public relations and cellular spending is over budget. The unfavourable variances are partially offset by under spending in computer expenses, miscellaneous allowance, telecommunication lines, and printing expenses.

#### **Financial Charges**

Financial charges are ahead of budget due to higher than expected bank interest and transaction charges.

#### **Occupancy Expense**

Expenditures for hydro and office cleaning are under budget, offsetting the unfavourable variance in facility lease and building repair maintenance accounts.

#### **Minor Capital**

Operating equipment purchase is below budget due to the timing of the procurement process.

#### Debt Interest

Debt principal payments are 133 percent spent year-to-date or (\$0.9M) over year to date budget, as the full year budgeted amount has been expensed by the Region's Treasury Office.

#### **REVENUES**

Provincial funding is below budget with a risk of year end deficit due to the Ministry of the Solicitor General replacing the legacy grants including CPP, 1000 officers, and PAVIS. These grants are replaced by the new Community Safety and Policing (CSP) Grant. A total annual amount of \$5.3 million is allocated to York Regional Police, including \$4.7 million for local priorities and recently approved \$0.7 million for provincial priorities. The remaining funding gap of \$0.9 million is awaiting for the call for application from Gun and Gang Specialized Investigations Fund. The variance to budget identifies budgeted amounts not yet confirmed and are at risk to be received in 2019.

Overall Fees and Charges revenue is favourable compared to budget mainly due to higher than expected volume in auction proceeds, finger prints, and paid duty revenues. Accident reports revenue has fallen short due to further decreased volume. Clearance letters volume has decrease due to the new legislation under *The Police Record Check Reform Act* which states that "no police service provide records for persons under 18 unless it is for a government agency or if it is for their own information".

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

Year-to-date contributions to reserves as of September 30, 2019 total \$87,904, all from forfeited monies. Interest earned on this account totals \$3,029. A draw from the reserve of \$95,850 has been made to pay for approved expenditures, and include the Board's disbursement to the First Responders Day Luncheon.

#### **DEVELOPMENT CHARGE RESERVE**

Development charge collections to date total \$2,781,085. Interest earned on this account totals \$245,402. Combined payments made on the development charge portion of debentures and capital projects total \$3,451,034.

#### **SICK BANK RESERVE**

The year-to-date contribution of \$1,350,000 is on plan.

**PUBLIC**

**REVISED ITEM NO. 6.2**

**THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD**

**REPORT OF THE CHIEF OF POLICE**

**DECEMBER 4, 2019**

---

**Contract Extensions for Printer Toner and Services Beyond  
Five Years**

---

**RECOMMENDATIONS**

1. That the Board authorize the extension of agreements for printer toner and services with the contractors listed in Appendix 1, effective October 1, 2019, for up to one additional term of one year at a total cost of \$204,100 plus applicable taxes, provided that the contractors have performed satisfactorily and that sufficient funds have been provided in the annual budget; and
2. That the Chief be authorized to execute the agreements on behalf of the Board.

**SYNOPSIS**

This report seeks the Board's authorization to extend existing contracts for a further one year term for printer toner and services in order to facilitate a competitive procurement process. This request seeks the Board's approval to extend the contract required for a period longer than five years. Compatibility with existing facilities, equipment or services is the paramount consideration for the recommendations. Section 18.1 of the Purchasing Bylaw requires Board approval where the extension of a contract will result in an aggregate term of greater than five years.

## **FINANCIAL IMPLICATIONS**

Funding is included in the 2019 Operating Budget totalling \$209,200 for the accounts reflected in this report. The funding for outlook years is included in the 2020 Operating Budget proposal and subject to the annual approval of the Board and Regional Council.

## **BACKGROUND**

In April 2014, the Town of Richmond Hill, on behalf of the York Purchasing Cooperative released a Request for Proposal for the supply, delivery and removal of printer and fax consumables. The Contract was awarded to 2172004 Ontario Inc. o/a QRX Technology Group for the term of three years commencing October 1, 2014 with the option to renew for two additional one year periods. On August 16, 2019 the Region of York on behalf of the York Purchasing Cooperative received a confirmation letter from QRX Technology Group, stating they will accept the extension of the contract for up to twelve additional months starting October 1, 2019. Similarly, NCO Grenville provides services for multi-function photocopiers and was awarded on November 25, 2014 via a tender process (T-14-17) for a five year term including all optional years.

Information Technology supports printing and copying services with the procurement of equipment, providing lifecycle management and maintenance of the printer fleet. Over the next year, several initiatives are planned to modernize printing including: a review of current utilization of printers and multi-function devices as it relates to management of the devices; toners and paper and the current cost per page model; and, features and functionality including redaction, mobile printing and electronic forms. In addition, reviews are underway for efficiencies in utilization of infrastructure including “printer as a service” options where a third-party vendor provides a fully managed service for both printers and multi-function devices. For each review, business analytics will be used to provide a better understanding of current and future printing, copying and scanning requirements. The information gathered with these reviews will better inform the requirements for a new paper and toner service contract.

It is therefore recommended that the Board approve the extension of the contract agreements described within this report requiring Board approval for terms that exceed five years, with an upset limit totalling \$204,100 over a one year period and contingent upon approval within the annual budget.

Jim MacSween, B.A.A.  
Deputy Chief of Police  
Support Branch

JM:jc

Accessible formats or communication supports are available upon request



**APPENDIX 1**  
**Absence Management Solution and Vehicle Equipment**

<b>Provider</b>	<b>Product</b>	<b>Average Annual Cost</b>	<b>Estimated One Year Cost</b>	<b>Initial Purchase Date</b>
NCO Grenville	Multi-function Printer Services	\$105,342	\$111,400	2014
QRX Technology Group	Printer Toner and Services	\$95,127	\$92,700	2014



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

DECEMBER 4, 2019

---

**Scope Change for Helicopter Capital Repairs**

---

**RECOMMENDATIONS**

1. That the Board authorize a scope change to the contract between the Board and Canadian Helicopters Limited to increase the contract price from \$1,946,582 to \$2,950,582 to cover all major equipment replacement and an engine overhaul; and
2. That the Chief of Police be authorized to execute the purchase, subject to the approval of The Regional Municipality of York's Regional Solicitor, or designate, as to form and content.

**SYNOPSIS**

This report requests the Board's approval for a scope change to an existing contract with Canadian Helicopters Limited for additional deliverables in the form of capital repairs being performed on Air2. Canadian Helicopters Limited is the current service provider for the Air Support Unit. They provide three pilots, one engineer and perform all required maintenance on Air2. In 2019, Air2 required a new fuel control unit, new upper and lower main rotor blade sleeves and a new epicyclic module. In 2020, Air2 will require an engine overhaul. These repairs will be performed by Canadian Helicopters Limited.

The Purchasing Bylaw 10-17, Section 12.2 requires Board approval for scope changes where the cost of the additional deliverables exceeds 20% of the total cost of the contract.

## **FINANCIAL IMPLICATIONS**

Funds in the amount of \$1,121,000 are included in the 2019 Capital Budget for helicopter repairs including the fuel control unit, upper and lower main rotor blade sleeves and the epicyclic module. Funds in the amount of \$718,000 are included in the proposed 2020 Capital Budget for the engine overhaul.

## **BACKGROUND**

At the February 14, 2018 meeting, the Board received quarterly reporting of Purchasing Bylaw matters that included the award of piloting services and helicopter maintenance (P-17-16) to Canadian Helicopters Limited at a total cost of \$1,946,582 for up to three years.

York Regional Police operates one Eurocopter EC-120B helicopter. Our helicopter is currently maintained by our contracted service provider Canadian Helicopters Limited. The helicopter requires specific scheduled maintenance to remain operational based on the manufacturer's recommendations and Transport Canada's standards. Major components on the aircraft have a specific time between overhaul (TBO) that dictates when they need to be replaced or overhauled. This TBO can be related to the number of hours the aircraft has flown, or it can be related to the age of the component. Canadian Helicopters Limited provides a full-time engineer who performs all inspections and maintenance on Air2 which includes the new fuel control unit, new upper and lower main rotor blade sleeves, an engine overhaul and a new epicyclic module. These repairs are required to keep Air2 operational for 2019.

The engine overhaul is required every 3,000 hours. Air2 will reach this threshold in December of 2019 and therefore; the required maintenance will be performed in February of 2020.

The new upper and lower main rotor blade sleeves were installed on July 28, 2019. These sleeves hold the main rotor blades to the helicopter and are replaced every 11,000 flight hours with new parts as required.

The new fuel control unit was installed on July 31, 2019. The fuel control unit distributes fuel to the helicopters turbine and is replaced with a new refurbished unit every 3,000 hours. The old unit is sent back to the manufacturer to be refurbished.

The new epicyclic module was installed on November 24, 2019. The epicyclic module is a component within the transmission that aids in the rotation of the main rotor blades. This component requires an overhaul every 5,000 hours.

The above purchases were made through Canadian Helicopters verbally based on an incorrect assumption that additional scope existed on the current contract between the Board and Canadian Helicopters Limited. Unfortunately, due to a misunderstanding of the contract, the above charges were made with Canadian Helicopter at a total cost that exceeded 20% of allowable scope change. To ensure Bylaw compliance, and for the purpose of this report, all capital equipment replacement and engine overhaul will be identified for the remainder of this contract.

Regardless of the deficiencies in this process, the costs incurred for helicopter capital repairs with Canadian Helicopters reflect a negotiated zero mark-up on parts and represents the best value to the Board.

It is therefore recommended that the Board approve the scope change for the purchase of additional deliverables for Air2 at an incremental cost of \$1,004,000 plus applicable taxes, bringing the total cost of the contract to \$2,950,582 in accordance with Section 12 of Purchasing Bylaw 10-17.

Jim MacSween B.A.A.  
Deputy Chief of Police  
Support Branch

JM:ao

Accessible formats or communication supports are available upon request



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

DECEMBER 4, 2019

---

**Purchasing Bylaw Quarterly Report**

---

**RECOMMENDATION**

1. That the Board receive this report pursuant to the Purchasing Bylaw 10-17 quarterly reporting requirements.

**SYNOPSIS**

In accordance with the Police Services Board's Purchasing Bylaw 10-17, this report contains a summary of purchasing matters that were executed in the third quarter of 2019.

**FINANCIAL IMPLICATIONS**

The funds necessary to satisfy the terms of each contract identified in this report were included in the 2019 Operating or Capital Budgets.

**BACKGROUND**

In accordance with the Purchasing Bylaw 10-17, a quarterly report is required to advise the Board on the following matters:

- i. The award of any contract as a result of a request for tenders and awarded by the Deputy Chief or Chief of Police; and
- ii. The award of any contract as a result of a request proposal and awarded by the Deputy Chief or Chief of Police; and
- iii. Any expenditures made as a change in scope/additional deliverables and authorized by the Chair and Chief of Police; and
- iv. Any deliverables issued as an emergency purchase without a call for bids and awarded by the Deputy Chief or Chief of Police.

The agreements and undertakings in accordance with the Purchasing Bylaw 10-17 are identified in Appendix I. All amounts listed exclude taxes. It is therefore recommended that the purchasing third quarter report be received.

Jim MacSween, B.A.A.  
Deputy Chief of Police  
Support Branch

JM:jf

Accessible formats or communication supports are available upon request



In accordance with the Purchasing Bylaw 10-17, the agreements and other undertakings that have been executed within the third quarter of 2019 are outlined below in Appendix I.

**Appendix I - Purchasing Bylaw 10-17  
Tender Approvals, Request for Proposals and Scope/Additional Deliverables**

<b>Description</b>	<b>No. of Bids</b>	<b>Award Date</b>	<b>Value</b>
<b>Direct Report/Emergency</b> Deliver and Installation of a Fire Tank and Pit Cover that complies with National Fire Code NFP20 at Community Safety Village. <b>Vendor:</b> Pipe-All <b>Term of Contract:</b> one time purchase		Oct. 1, 2019	\$99,907 (excluding HST)
<b>Direct Report/Emergency</b> Disconnect of current Fire Pump and Community Safety Village; Supply and install a new Jockey pump and vertical turbine pump. <b>Vendor:</b> Classic Fire Protection <b>Term of Contract:</b> one time purchase		Oct. 2, 2019	\$78,771 (excluding HST)
<b>Request for Proposal Award (P-19-02):</b> Supply of Vehicle Parts and Service Repairs on Police Vehicles for York Regional Police, #4 District, Vaughan <b>Vendor:</b> York Auto, a Division of 730162 Ontario Ltd. <b>Term of Contract:</b> Two year term plus options for one-two year term and one-one year term	2	September 26, 2019	\$942,205 (excluding HST) all terms
<b>Request for Tender Award (T-19-08)</b> Restoration and Protection of Above Ground Parking Structure located at 47 Don Hillock Drive, Aurora <b>Vendor:</b> United Building Restoration Ltd. <b>Term of Contract:</b> one time purchase.	3	July 30, 2019	\$437,826 (excluding HST) all terms
<b>Total Expenditures</b>			<b>\$1,558,709</b>

For comparison purposes, the delegation of authority for Purchasing Bylaw 10-17 items in the third quarter 2018 were \$2,570,974, excluding HST.



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

DECEMBER 4, 2019

---

**Recovery of Policing Costs Associated with the Dismantling  
Properties Used in the Illegal Production of Controlled  
Substances**

---

**RECOMMENDATION**

1. That the Board request local municipal governments within The Regional Municipality of York to enact a bylaw that enables the recovery of costs incurred by police and municipalities as a result of dismantling illegal laboratory facilities used for the production and distribution of controlled substances as detailed in this report.

**SYNOPSIS**

York Regional Police continues to maintain an aggressive investigative, enforcement, education and awareness strategy for dealing with properties used for the illegal production and distribution of controlled substances and derivative products ("Illegal Lab Facility"). Components of this strategy include identification of the premises used for such illegal activity, investigation and the search and seizure of evidence in support of these investigations.

This report proposes partnering with local municipalities to recover the costs for the remediation of Illegal Lab Facilities by adding these costs to the local tax roll using the authority granted in the *Controlled Drugs and Substances Act* and the *Municipal Act*.

## **FINANCIAL IMPLICATIONS**

The dismantling and remediation of Illegal Lab Facilities within York Region is costly for both police and municipalities. There is the potential to recover the considerable costs, incurred by police and municipal services, associated with the securing, collecting, removing, storing and disposing of controlled substances, pre-cursors and other paraphernalia related to the production of illegal substances.

Funding in the amount of \$2,516,401 is included in the 2019 operating budget for the Organized Crime Enforcement Bureau, which includes the costs associated with the Guns, Gangs & Drug Enforcement Unit in responding to Illegal Lab Facilities.

## **BACKGROUND**

York Regional Police is one of only four law enforcement agencies capable of handling/ dismantling Clandestine Drug Labs in the province of Ontario; the others are the Royal Canadian Mounted Police, the Ontario Provincial Police and the Toronto Police Service. York Regional Police has been conducting these investigations for over 15 years and is one of the leading services in Ontario in this area.

York Region has been the site of some of the most significant Illegal Lab Facility investigations in Canada and, as a result, the size and scope of these Illegal Lab Facilities have resulted in considerable costs associated with safely dismantling these facilities in cooperation with the municipality.

### **Current Trend**

Methamphetamine is among the most prevalent substances in the Canadian illicit drug supply and is now the third highest controlled substance seized by Canadian law enforcement agencies, after cannabis and cocaine. This trend is likely to continue as methamphetamine is highly addictive, easy to obtain and relatively inexpensive. Methamphetamine possession incidents have increased by over 160 percent between 2013 and 2017.<sup>1</sup>

### **Impact**

The production of one pound of methamphetamine produces about six pounds of toxic waste. This waste is usually disposed of through careless dumping resulting in environmental contamination and health hazards to the public.

Having these Illegal Lab Facilities in any part of the community poses a risk to the public of toxic exposure, environmental damage and chemical explosions. The health and safety risks are even greater for first responders such as firefighters, police and other emergency services personnel who must respond to these scenes.

### **Costs Associated**

The cleanup and removal costs for the dismantling of Illegal Lab Facilities or cleaning up a drug laboratory chemical waste dumpsite can vary depending on the size, the length of time that the illicit site has been in operation and geographical factors.

---

<sup>1</sup> Criminal Intelligence Service Canada (CISC), 2018-19 National Crime Intelligence Estimate on the Canadian Criminal Marketplace, 2019, CISC Central Bureau, pg. 10.

The expenses that police services currently incur for dismantling a small Illegal Lab Facility can range from \$2,000 to \$5,000.

For an economic-based laboratory, the expenses that police services incur can range from \$20,000 to \$100,000 or more.

Between 2010 and 2013, there had been cost recovery discussions between York Regional Police, the Regional Solicitor's Office and representatives from many of the local municipalities within York Region. These discussions resulted in staff reporting to their local councils to consider enacting a bylaw and entering into a Memorandum of Understanding ("MOU") with the York Regional Police Services Board for the recovery of costs.

The councils of the Cities of Markham and Vaughan and the Town of Newmarket had adopted the recommendations of their respective staff to proceed with the bylaw and MOU; however, Markham is currently the only municipality to have enacted a bylaw and signed the MOU.

### **Authority to Recover Costs**

The authority to recover the costs associated with the dismantling and remediation of Illegal Lab Facilities flows from two pieces of legislation: the federal *Controlled Drugs and Substances Act* S.C. 1996, c. 19, and Ontario's *Municipal Act* S.O. 2001, c.25.

The *Controlled Drugs and Substances Act* governs the control of certain drugs, their precursors and other substances and the offences for contravening this Act.

For the purpose of cost recovery, the relevant sections from the *Municipal Act* are:

Section 10(2) permits a municipality to enact to regulate certain matters for purposes related to health, safety and well-being of residents of the municipality.

Section 128 permits a municipality to prohibit and regulate with respect to public nuisances, including matters that, in the opinion of council, are or could become or cause public nuisances.

Section 391 permits a municipality to impose fees or charges on persons, for services or activities provided or done by or on behalf of it; or for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board (this includes the Police Service Board) and for the use of its property including property under its control.

### **Cost Recovery Process**

To effectively recover the costs associated with the dismantling of Illegal Lab Facilities, York Regional Police and the York Regional Police Services Board ("the Board") propose having the local municipality place the costs on the tax roll of the subject property. This requires the local municipality to enact a bylaw to recover these costs and signing an MOU with the Board.

York Regional Police serving notice of an Illegal Lab Facility to the appropriate municipality's Chief Building Official<sup>2</sup> initiates the cost recovery. The municipal building official commences the appropriate inspection(s), and issues any and all orders and notices against the property.

---

<sup>2</sup> LE-375 Clandestine Laboratory Investigations

York Regional Police's Finance Department calculates the hard and soft costs associated with dismantling the Illegal Lab Facility, such costs include labour, equipment and additional resources.

A timely submission of police costs is necessary to charge the property owner responsible for the costs incurred and to avoid the problem of a property sale. The current Markham Bylaw model requires an invoice to be submitted by York Regional Police Finance within 90 days of the incident.

### **Partners in Cost Recovery**

The federal government has been working on a national strategy to address Illegal Lab Facilities. A coordinated federal program will result in an increase in the detection, dismantling and remediation of Illegal Lab Facilities.

In the last year, eight of the nine local municipalities signed agreements with the Region for the recovery of *Provincial Offences Act* (POA) fines through the tax roll. This was the result of a coordinated discussion to establish the roles and process to be followed ensuring buy-in from all parties.

This partnership between the Region and the local municipalities provides additional support for York Regional Police and the Board to continue the discussion about placing the costs of Illegal Lab Facilities on the property tax roll. There is the opportunity to improve the existing cost recovery process with Markham by adopting some elements of the Region's POA cost recovery model. This would form the basis of agreements with the local municipalities going forward.

Jim MacSween, B.A.A.  
Deputy Chief of Police  
Support Branch

JM:db

Accessible formats or communication supports are available upon request

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

December 4, 2019

**Public Relations Reserve Fund  
Request for Funding**

---

**RECOMMENDATION**

1. That the Board approve an expenditure in the amount of \$5,000 from the Board's Public Relations Fund to support the request from Inn from the Cold.

**BACKGROUND**

The Public Relations Reserve Fund Policy No. 08/08 outlines the use of unused monies in the Public Relations Reserve Fund. The monies from this fund are from proceeds from the sale of unclaimed personal property and money found and seized by the police service and can be used for any purpose that the Board considers in the public interest in accordance with Sections 132 (2) and 133 (3) of the *Police Services Act*.

The Executive Director monitors expenditures and reports to the Board semi-annually on the Public Relations Reserve Fund.

**FINANCIAL IMPLICATIONS**

The closing balance of the reserve fund on October 31, 2019 was \$154,967.

**REQUEST FOR SPONSORSHIP**

Inn from the Cold

Inn from the Cold (IFTC) is a not-for-profit, charitable organization serving men and women who are experiencing homelessness or who are at risk of homelessness. IFTC provides daytime drop-in programming, a 36 bed seasonal shelter, a 4 bed transitional housing program, and the Getting Ahead program. Some of its volunteers are YRP members including a retired member and an active member, and the organization works closely with York Regional Police in ensuring that people at risk of being outside in the winter months have access to shelter.

It is recommended that the Board provide sponsorship in the amount of \$5,000 which is consistent with the previous year's sponsorship level.

**CONCLUSION**

The Board has made significant investments from its Public Relations Fund in recent years in accordance with its Public Relations Reserve Fund policy. The funds help support community safety initiatives and help build partnerships with policing and community stakeholders.

Mafalda Avellino  
Executive Director

/jk

Attach: Inn From the Cold Sponsorship Request





November 27, 2019

Dear York Regional Police Services Board,

Thank you again for being our Lead Sponsor for the Coldest Night of the Year Walk for the Homeless in 2019. We will be walking once again on February 22, 2020 to raise funds for the homeless in our community.

We have been able to secure our lead sponsor for this year's walk – Magna! In order to make our fundraising a success it is imperative for us to secure sponsors at the other sponsorship levels as well. The community, including your organization was instrumental in helping us reach and surpass our fundraising goal in 2019. Each year we prepare a banner with the logos of all sponsoring organizations and it illustrates how caring and supportive businesses and organizations in Newmarket and York Region are.

We would appreciate your support for the 2020 walk at any of the sponsorship levels listed on the following page.

If you have any questions or comments, please feel free to contact me by email at [annwatson@innfromthecold.ca](mailto:annwatson@innfromthecold.ca) or by telephone at 905-895-8889 ext. 222. We look forward to another successful walk and thank you again for your efforts in previous years!

Sincerely,

A handwritten signature in blue ink, appearing to read "Ann", with a stylized flourish at the end.

Ann Watson  
Executive Director  
[annwatson@innfromthecold.ca](mailto:annwatson@innfromthecold.ca)



## **Coldest Night of the Year We Walk February 22, 2020**

### **Become a Sponsor!**

The Coldest Night of the Year is an opportunity for people to get out and brave the cold and snow, walking and raising money for Inn From the Cold.

Sponsorship in the Coldest Night of the Year is a unique medium for businesses to reach a wider audience while aligning with a charity dedicated to life change. Inn From the Cold relies on businesses/organizations like yours to continue our work. Consider a sponsorship today to bring hope to our city.

#### **Lead Sponsor - \$5000**

- Opportunity for opening remarks at the event
- Recognition as Lead Sponsor during opening ceremonies, on posters, website, and social media
- Invitation to attend and speak at launch party (where applicable)
- Logo on Power Point displayed on WALK Day
- Option for WALK Day booth or display
- Key volunteer roles set aside

#### **Rest Stop Sponsor - \$1000**

- Recognition on the website and social media
- Logo on Power Point displayed on WALK Day
- Your name and logo displayed at the Rest Stop
- Option for WALK Day booth or display at the Rest Stop
- Rest Stop volunteer roles set aside

#### **Event Sponsor - \$500**

- Recognition on the website and social media
- Logo on Power Point displayed on WALK Day
- Recognition at the discretion of the location

#### **Distance Sponsor - \$200**

- Recognition on the website and social media
- Logo on Power Point displayed on WALK Day
- Your name and logo displayed on each kilometer you sponsor

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

December 4, 2019

**Report of the Expert Panel on  
Police Officer Deaths by Suicide**

---

**RECOMMENDATION**

1. That the Board receive this report for information.

**BACKGROUND**

In January 2019, Ontario's Chief Coroner launched a review of the deaths of nine active or recently retired police officers who died by suicide last year. A panel consisting of mental health professionals, a serving police officer and a retired Chief of Police was struck to address the concerning trend. Statistically, the rates among police services are higher than reported suicide rates in the general public.

**ANALYSIS**

The report of the expert panel, which was released in early October, contains 14 recommendations for action. It recommends that the Ministry of the Solicitor General develop a standing body comprised of volunteer representatives from police services boards, executive management, police associations, supervisors, mental health providers, family members and benefit providers and will be accountable to the Deputy Solicitor General.

The body, named the Ontario Police Members Mental Health Collaborative ("OPMMHC"), will address the deficiencies in mental health supports to police members in Ontario, identify priority research and establish an ongoing campaign to destigmatize mental health challenges and treatment and promote a better work-life balance.

Police services in Ontario will be directed to develop and implement a comprehensive mental health and wellness strategy by June 30, 2021 which will include normalization initiatives, self-care, intervention, training and education and engagement strategies.

The Coroner's expert panel concluded that there are studies and accepted factors associated with death by suicide which include the presence of a mental health challenge like depression combined with a stressful life event or significant loss, experiencing stressful or overwhelming events related to work, such as violence or loss of status or stress due to other factors especially those causing embarrassment or shame.

The panel noted that there are a number of factors which can increase a person's chance of dying by suicide including substance abuse, impulsivity with access to lethal means and pessimism or hopelessness. The panel also observed, in its review of the nine deaths, critical pathways which lead to the officers' suicides including the path of acute mental health issues often associated with substance abuse; the path of lost or diminished access to timely quality

care and effective treatment services; and the path of actual or perceived emotional disconnection from family, friends and organization.

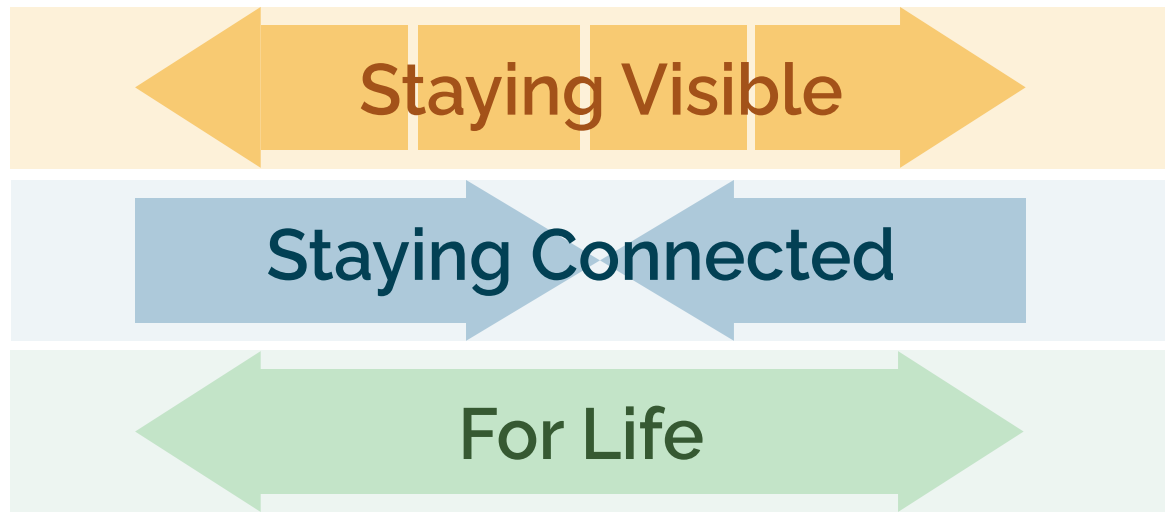
The report asserts that stigma and self-stigma associated with mental illness is identified as the primary barrier to better outcomes.

## **CONCLUSION**

The Solicitor General of Ontario indicated that the Ministry is committed to reviewing the report and recommendations to help inform how the mental health of police members can be supported. It is recommended that the Board continue to prioritize the mental health and well-being of York Regional Police officers in future goals and objectives of the 2020-2022 Business Plan.

Mafalda Avellino  
Executive Director

Attach. (1): Report of the Expert Panel on Police Officer Deaths by Suicide



## Report of the Expert Panel on Police Officer Deaths by Suicide

## Foreword: Respecting Our Nine Lost Officers and Their Survivors

We begin by extending our respect and our appreciation to the families, friends and colleagues of the nine police members whose untimely deaths by suicide during one single year became the catalyst for our Review Panel. We know it cannot have been easy for these survivors to share their grief alongside their generous and thoughtful observations on a system that was at times supportive, and too often flawed and frustrating.

We want these survivors to know that we recognize their loved ones for the fullness of their lives. Each of these nine individuals served the public. Each of them committed themselves to high standards of professionalism. Each of them chose and trained for a career filled with danger, stress, trauma and fatigue in order to keep our communities safer for all. And, each of them also lived, laughed and enjoyed the loving company of their families, friends, neighbours and colleagues.

We decided early as a panel that we would not identify the nine by name, nor would we showcase any details of their life and passing. Policing is much too small a community to do so without violating privacy. But moreover, we chose to direct this report toward the future. We chose to honour the nine by learning all that we can from their experience, and our results are presented as collective findings gathered from the individual as well as shared journeys of these fallen officers. And, we hope that by joining with them in this manner, we might help to craft a legacy of better outcomes for all their brothers and sisters, present and future, who work within the policing system in Ontario, and beyond.

The charge given to us by the Chief Coroner was clear in this regard: *“Nine officers died by suicide. What would they and their survivors say should have been done differently?”*

Throughout our deliberations and through this report, we offer our best attempts to answer that question on their behalf.

*Respectfully,*

*The Members of the Ontario Chief Coroner’s Expert Panel on Police Officer Deaths by Suicide  
September 2019*

## Executive Summary

During 2018, nine deaths by suicide occurred among serving and retired police officers in the province of Ontario. This number was thought to be unprecedented\*. Soon after the year ended, the Office of the Chief Coroner initiated an expert panel review process. The eight-member panel began its work in June 2019. The experts on the panel understood that world research on suicide prevention has demonstrated that any specific death by suicide is difficult to predict or prevent, given that the known risk indicators for suicide also exist in large numbers of people who never attempt or die by suicide. Despite this, however, there are a number of evidence-based risk indicators for suicide, which when taken together, provide a list of factors known to be present in the majority of cases of completed suicide. Therefore, these points of risk can be used as potential targets for intervention when dealing with a vulnerable individual, and for the panel's purpose, these points of risk could serve as a method for organizing and understanding the information obtained on the nine deceased police officers. These risk indicators and potential targets for intervention to prevent suicide are described in Part One of our report.

These risk patterns were clearly evident in all nine of our subject officers' lives. In Part Two, we identify several characteristics unique to policing that may place all police members at greater risk, including the presence of mental health challenges, whether mild, moderate or severe. Given the presence of a diagnosable mental disorder (often Depression) in over 90% of those who die by suicide, the panel interpreted its mandate to extend beyond preventing deaths by suicide, to include a focus on improving mental health outcomes for all police members.

In Part Three of our report, we introduce and discuss seven pathways to better outcomes. The first of these, and perhaps the most vital, is the normalization of mental health issues. We call for deliberate steps to introduce a more open culture that will support earlier and continuing visibility of mental health conditions, better and sustained access to care, treatment and recovery, and an end to the isolating social disconnections that can often carry these conditions to their extremes. In a cross cutting manner, the six remaining themes build upon other aspects of this culture to strengthen organizational and clinical supports, to protect the strong sense of identity that police members value deeply, to more actively inform and engage police members' families and outside supports, and to better unify and align the tremendous efforts at improvement that are already underway across the policing and mental health systems. Alongside this discussion, we also feature in a running sidebar a number of specific observations on the strengths and weaknesses in the current police and mental health ecosystem. In Part Four, these themes are consolidated into a broader legacy.

---

### \* A Note About the Number

There is currently no requirement in Ontario for Coroners or others to record or track deaths by suicide among first responders, including police. Therefore, it is not known if this number of suicides in a single year was higher than the number in previous years.

Statistically, it is much higher than reported rates in the general public. Anecdotally, it may reflect increases in mental health issues across the policing sector.

For the panel, for police services and police association officials, for health professionals, and most notably for the surviving families, it is an alarming and unacceptable number.

---

Assembled under 14 main recommendations in Part Five of this report, our panel outlines a total of 36 actions and specifications, most of which include proposed roles and responsibilities, and all of which reflect a continuing theme of collaboration. First among these is a call for the formation of an Ontario Police Members Mental Health Collaborative (OPMMHC) to serve as a standing body that will initiate, guide, monitor and report on an urgent and comprehensive plan of action in Ontario.

The panel members are named in the Appendix, and we are all grateful to Dr. Dirk Huyer for his leadership in assembling this expert panel and for inviting us to serve in this important work. We also extend our thanks to the staff in the Office of the Chief Coroner for their valued guidance throughout our process.



## TABLE OF CONTENTS

<b>i</b>	Foreword: Respecting Our Nine Lost Officers and Their Families
<b>ii</b>	Executive Summary
<b>1</b>	Part One: Understanding the Common Tragedy in Any Death by Suicide
<b>4</b>	Part Two: Learning From Deaths by Suicide and Mental Health Issues in the Context of Policing
<b>6</b>	Stigma and Self-stigma for Mental Health Issues
<b>6</b>	The Lifeline of Police Identity
<b>8</b>	The High Costs of Accommodation
<b>8</b>	The Give and Take of Post-Traumatic Stress Disorder (PTSD) Presumptive Policy in Ontario
<b>9</b>	The Confounding Interplay among Workplace Stressors and Life Events for Police
<b>10</b>	An Enduring Commitment to Duty Despite the Personal Costs
<b>11</b>	Part Three: Seven Pathways to Better Outcomes
<b>11</b>	1. Normalizing Mental Health Challenges
<b>12</b>	2. Navigating Through Transitions
<b>13</b>	3. Continuing Access to Quality Care and Solutions
<b>14</b>	4. Resourcing, Accommodation and Burnout
<b>15</b>	5. Preserving Identity: The Criticality of Criminal or Police Act Charges and Social Media
<b>15</b>	6. Managing Suicide Events
<b>17</b>	7. Joint Ownership and Collaborative Action
<b>18</b>	Part Four: A Much Broader Legacy
<b>19</b>	Part Five: Our Recommendations for Action
<b>22</b>	Appendix: Members of the Chief Coroner’s Expert Panel

## Part One: Understanding the Common Tragedy in Any Death by Suicide

Our panel consisted of eight members selected by the Chief Coroner of Ontario for the expertise and perspective that each member could bring to the review. Several members are mental health professionals with expertise in suicide and suicide prevention, with experience working with police and other first responders. Others are current or past members of police organizations representing executive ranks, civilian specialties, and front line police officers with lived experience. One member is a mental health professional with extensive experience working with a police service outside of Canada, which has a reputation for excellence in promoting member mental health and well-being. One member is an educator and researcher with a special interest in policing culture. An early priority for the panel was to share their expertise and find a common frame of reference for understanding suicide. Following a discussion of the literature and the task at hand, two well-researched models for understanding suicide appeared to best fit the requirements for the review, the Canadian Forces Modified Mann Model for Suicide Prevention, and the Policing and Mental Health Ecosystem, and both are discussed further below. The panel also received input from outside delegations. We accessed a wide range of literature on the subject, digested other models from medical and sociological research, and we consulted the notes and themes culled from often painful interviews with survivors.

We learned that there is no prototype. Each and every suicide, whether attempted or completed, is in many ways as unique as the person involved. Although there is no single pattern that all suicides follow, the panel reviewed commonly studied and accepted factors associated with death by suicide. These include the presence of a **mental health problem**, often **depression**, combined with: a **stressful life event** or **significant loss**, which may be personal (loss of an important relationship through separation or divorce); experiencing **stressful or overwhelming events related to work**, such as violence or loss of status; or **stress due to other factors** (especially those causing embarrassment or shame). These conditions and events may then lead vulnerable persons to start thinking of suicide as a “way out”, or a way to solve their problems. There are then a number of factors, which have been shown to increase a person’s chances of acting on these thoughts and dying by suicide. These factors include: **impulsivity**, where either the person acts quickly and without much consideration, when a method of suicide is close at hand; or, the person uses drugs or alcohol which can decrease impulse control and lead to impulsive action; **hopelessness or pessimism**, where the person no longer believes there can be positive solutions or outcomes for them; **emotional dysregulation**, where the person is having difficulty controlling or moderating their feelings and behavior, and may be angry, aggressive, or prone to risk-taking; **access to lethal means**, where the person has a lethal method of death close at hand, which gives them no chance to deliberate on their actions, and kills quickly; and, **contagion or imitation**, where a vulnerable person learns of the death by suicide of someone whom they admire, or with whom they identify, and suicide begins to look like a “reasonable alternative” to the stresses and problems the vulnerable person is facing (the phenomenon of “copycat suicides” when the suicide of a public figure or celebrity is widely publicized is an example of this).

While hope and opportunities for intervention will always remain, once a clear intention to end one's life has been formed, options narrow considerably for preventing that death. There are many more opportunities before that point to prevent that decision from being made.

We recognized a distinctive pattern that would prove vital to our deliberations, a pattern that was also clearly evident in our nine subject deaths. We observed that by the time each of our subjects formed that determined intention to end his or her life, each had traveled a series of pathways, and each pathway had reached its end. The intersection of three specific pathways stood out for us. One is the path of acute mental health issues, often with associated substance use disorders. Another is the path of lost or diminished access to timely and quality care, effective treatment services and a range of essential supports. And the final one is the path of actual or perceived emotional disconnection from family, friends, and organization, often pushed to its endpoint by one or more precipitating events, sometimes at work, and more often in personal and family life.

We recognize that this observation may not break new ground in medical science, but our own discussions of this evident pattern proved instrumental in shaping the direction of our review. We recognized that we would be greatly limited if we were to direct our efforts solely to 'preventing suicides', per se. On the other hand, the imagery offered by these three critical pathways and their ultimate tragic convergence opens a much wider field of opportunity for changing the conditions. We know that if these conditions are unchanged, they will continue to lead some to that ultimate point of despair, and they will most certainly lead too many others to experience deterioration in the quality of their life and career. It is on these upstream aims and opportunities for improvement that we have chosen to focus this report.

We reviewed available literature and best practices in suicide prevention with a view to anchoring our own work in credible models. We noted that the US Air Force implemented a comprehensive suicide prevention program to reduce the risk of suicide, implementing 11 initiatives aimed at strengthening social support, promoting development of social skills, and changing culture to encourage effective help-seeking<sup>1</sup>. We also found utility in the Mann Model for Suicide Prevention in the Community<sup>2</sup>. Moreover, we found a closer fit with the adaptations to that model made by the Canadian Forces (CF).

In many ways, the CF-modified Mann model<sup>3</sup> (Figure 1) reflects a wider range of opportunities for intervention that are consistent with our pathways observations, and which also closely align with the paramilitary nature of policing and its organizational culture.

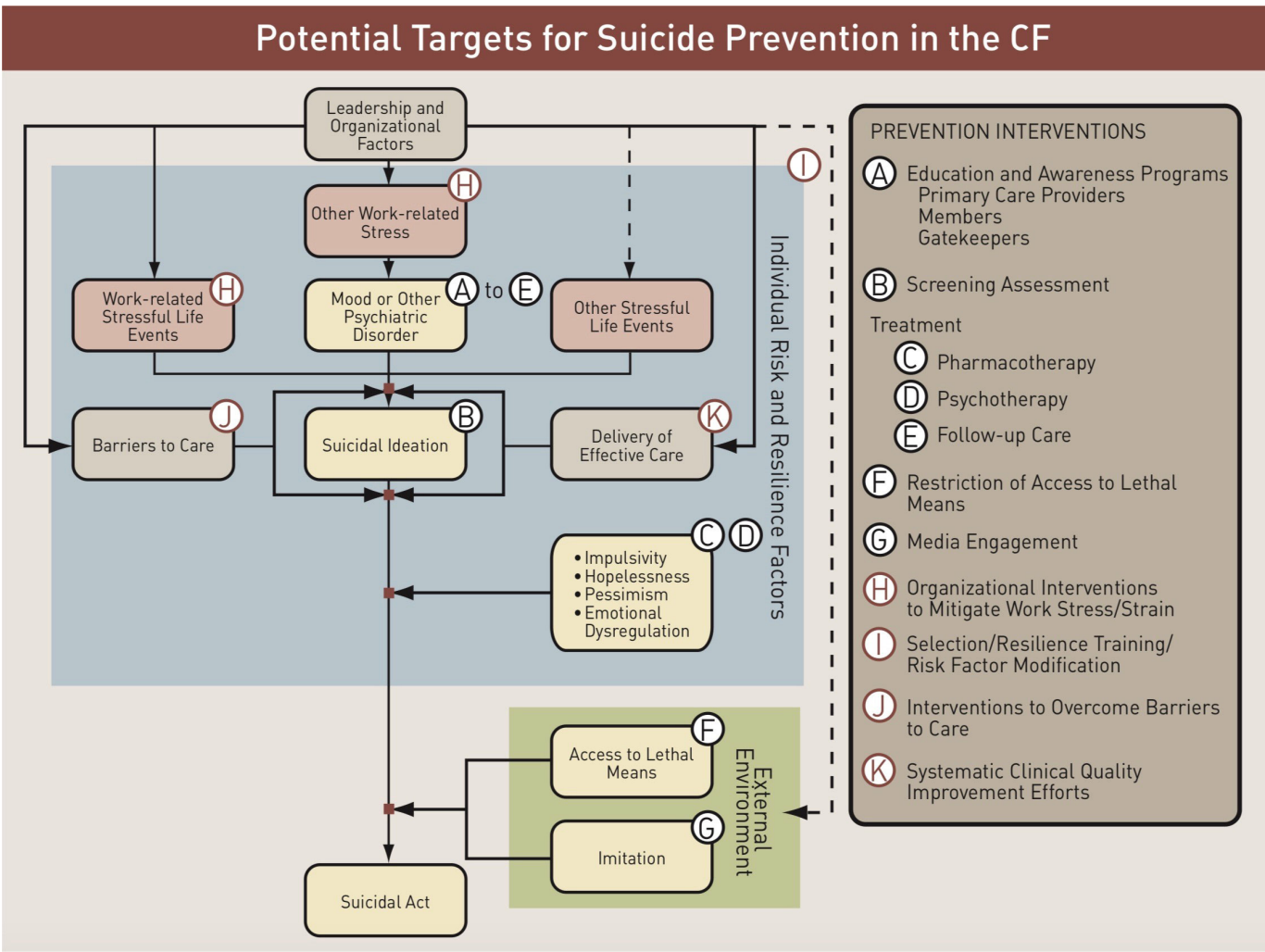
---

<sup>1</sup> USAF (2001). [The Air Force Suicide Prevention Program: A description of program initiatives and outcomes \(AFPAM 44-160\)](#). Suicide Prevention Resource Center.

<sup>2</sup> Mann JJ, Apter A, Bertolote J, Beautrais A, Currier D, Haas A et al. Suicide prevention strategies: a systematic review. JAMA 2005 October 26;294(16):2064-74.

<sup>3</sup> [Report of the Canadian Forces Expert Panel on Suicide Prevention \(PDF\)](#).

Figure 1: Canadian Forces Modified Mann Model for Suicide Prevention



We include in our recommendations (see Part Five below) a call for further research and development that might lead to a police-specific version of the CF-modified Mann model for broad application across the sector, incorporating any additional factors and interconnections addressed within this report.

## Part Two: Learning from Deaths by Suicide and Mental Health Issues in the Context of Policing

Our mandate was to examine deaths by suicide specifically among police officers. No doubt, much of the general knowledge and social science about suicide applies as much to this sub-set as it does to the general population. Police members are people first, and like everyone else, their lives are subject to the same successes, challenges and complexities as their non-policing peers. But, even the expression of our mandate implies that there might be something different from the norm in the pathways traveled by our nine, and by other police officers and civilian members that have arrived at the same tragic point outside the scope of our study. Our panel shared that same suspicion from the outset, and we set out to dive deeply into the question.

First, we noted that there is important work being done across Canada to better understand, through research, the mental health and well-being challenges faced by those in the policing profession, as well as in the broader community of first responders. Specific priority has been placed by the federal government on understanding and serving the mental health needs of public safety personnel in Canada through a number of efforts, including the passing of the Federal Framework on PTSD Act in 2018. The Canadian Forces has invested considerable research and development to better serve the mental health needs of active service members and veterans. Our panel recognizes the work of the Canadian Institute for Public Safety Research and Treatment (CIPSRT), the Canadian Institute for Military and Veteran Health Research (CIMVHR), their funding partners, and countless others working in this field for the commitment they have shown to improving outcomes for first responders, including police. The deliberations, conclusions and recommendations of our own panel are timely and relevant in the overall pattern of efforts in Canada in this regard.

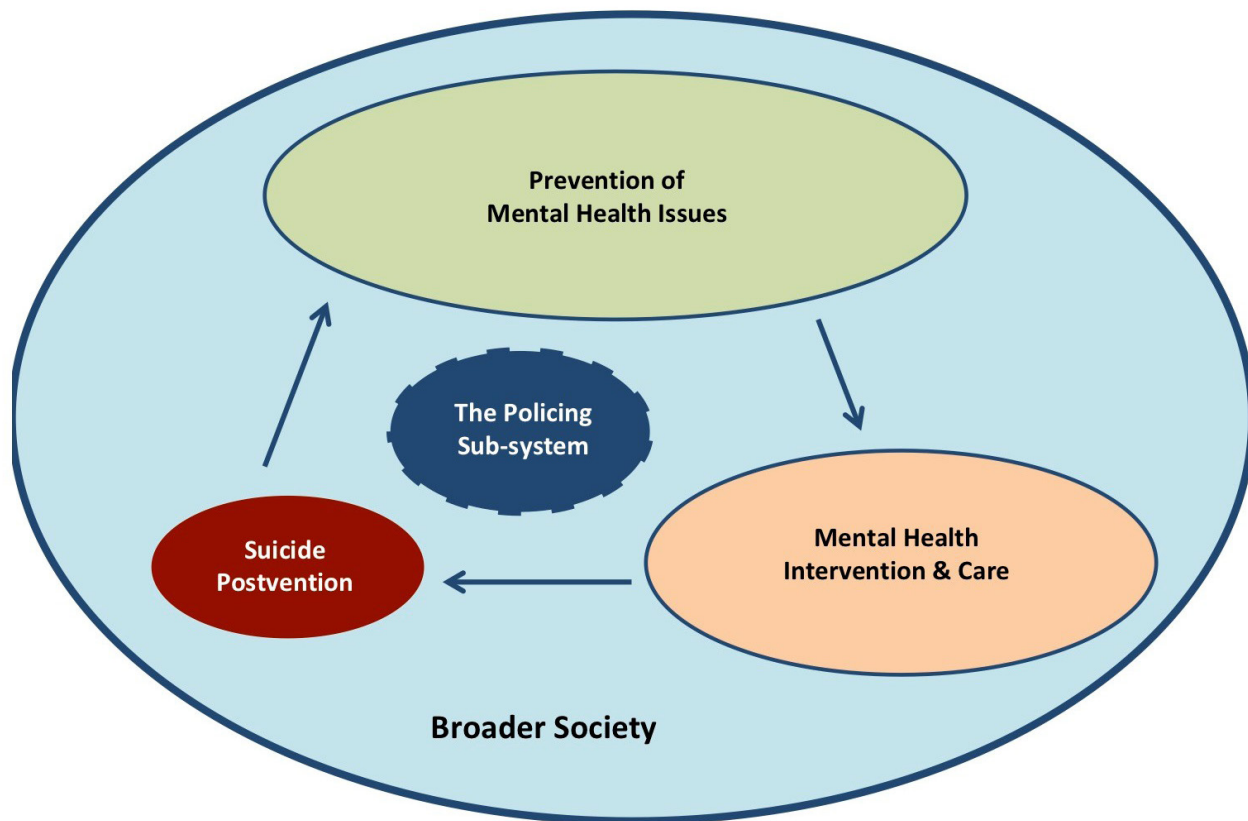
We also note that there have been significant advances in mental health awareness and resilience training across Ontario police services in recent years, along with a growing number of staff and consulting psychologists embedded within the ranks to increase access to professional support and organizational guidance. In 2017, the Canadian Association of Chiefs of Police (CACP) established a Psychologist Sub-Committee under its Human Resources and Learning standing committee in an effort to achieve greater alignment and to create a network of best practices, among other aims.

The Ontario Provincial Police (OPP) has been engaged in a multi-pronged examination of mental health and suicides among its members, and the efficacy of current mental health supports available through its partnerships with its principal collective bargaining units, the Ontario Provincial Police Association (OPPA) and the OPP Commissioned Officers Association (COA). They have also engaged within these studies the active support of charitable and not-for-profit agencies that provide peer support, early intervention, and health care referrals, most of them working on a volunteer basis. The OPP reviews are broader in scope than our review, spanning a longer time frame of lived experience and including extensive consultations with active and retired members. We were fortunate to have the opportunity to interact with their study team members, their executives, and the OPPA during our own deliberations, and to review some of their findings and several proposed and promising solutions that are well underway.

We also received delegations from the Toronto Police Association (TPA), the Police Association of Ontario (PAO), and the Ontario Association of Chiefs of Police (OACP), each of whom showcased progressive and encouraging steps being taken along with expanded services in place or under development. We gained an international perspective on emerging practices related to police well-being from a recent global scan executed and summarized for us by a team from Deloitte.

All of these discussions yielded a progressively clearer picture of a policing and mental health ecosystem (see Figure 2), as others have noted in their own research. In our view, mental health and wellness issues in general, responses to moderate to acute illness, and deaths by suicide must be situated and understood in this context if we are to change the conditions and reduce risk for all police officers and civilian staff.

**Figure 2: A Policing and Mental Health Ecosystem**



We note there is an extensive health and social infrastructure intended to serve the broader public across Ontario in every phase of prevention, as illustrated in Figure 2. And, we also learned of ongoing initiatives to strengthen those supports, reduce suicide risk, and improve mental health outcomes for everyone, including police members. We encourage interested readers to consider all of these ongoing efforts to improve outcomes. Within the scope of our own report, suffice to say that the evident levels of commitment to these issues within policing give strong evidence that there are indeed apparent and urgent differences from broader society in the pathways experienced by police officers and their civilian colleagues in the policing sector.

Through our own analysis and discussions, we developed several observations on factors that are either unique, or at least uniquely acute within policing culture. We outline below those we found most salient to our study, and we highlight them for their real and potential impacts upon the mental wellness of police service members in Ontario.



## Stigma and Self-stigma for Mental Health Issues

We often hear of stigma as a major factor in how society responds to persons experiencing mental health issues, and we salute efforts such as the Bell Let's Talk initiative, anti-stigma outreach programs from the Canadian Mental Health Association (CMHA), the Centre for Addiction and Mental Health (CAMH), and a host of community based organizations and public and private sector agencies. No one is served well by a social prejudice that differentiates mental suffering from physical, and we believe outcomes would be considerably better for everyone if this false separation could be eliminated.

And so, the starting point for the average police member may be no different than for others. At least, that is, until they enter the academy, hit the streets, or begin to work at the communications centre. In most police jurisdictions across Ontario, estimates run as high as 40% of police calls for service being tied to incidents involving persons with mental health issues. Whether or not the police are the appropriate response in many of these cases is a topic of considerable debate and outside the scope of our study. But, the fact remains that within the first few years of service, a police officer, communicator, or other specialist will have come to recognize those with mental health issues among the highest frequency of calls, and often for patrol officers they may even rank among their primary encounters with the public. Sadly, if the police are being called, they may also be encountering such individuals at the very worst times and often under the most critical stages of their condition. And in extreme cases, these encounters may involve violence and a direct threat to the safety of the public and that of the responding officers. It is also worth noting that it is police officers that must respond to almost every suicide that occurs in the general public.

Police members have reported to us directly and in other studies we consulted that notwithstanding their high degrees of compassion, training and their on-scene professionalism that is the norm in these thousands of calls for service, most police members will soon come to regard any person with mental health issues as someone they would never want to be. They also told us that they often become disillusioned about the effectiveness of mental health care when they bring acutely mentally unwell people to hospital only to see them leave shortly afterwards with little to no change in their condition or circumstances.

## The Lifeline of Police Identity

Sworn police officers in Ontario and across Canada are invested with extraordinary responsibilities. They have the power under due circumstances to deny a person's freedom through arrest and detention, to enter private homes and communication devices with judicial authorization, to investigate and interrogate, to confiscate vehicles and other property, and when required, to apply escalating levels of force up to and including ending someone's life. They carry a range of use-of-force options on their duty belt and in their patrol car, and while they have an unenviable obligation to use them when warranted, they also carry the most exacting levels of accountability to formal authorities, to public oversight bodies, and to the informal world of mainstream and social media. When crisis or violence erupts, members of the public tend to move away from it, while police officers are duty-bound to move toward it. They must face it head on, often with great risk to themselves and their on-scene colleagues on whom they often must rely so that they remain safe and, so that no one else is injured.

Police officers represent 0.18% of the Canadian public (a number that is similar in Ontario). Put another way, 99.82% of Canadians do not carry these same authorities and responsibilities. Most police members will tell you that their career is not a job but a calling, and this distinction from almost all other Canadians is not lost on them. It is a source of great pride, and it carries its own burdens and every day stressors that most of us cannot imagine.

In any occupation, if a co-worker began to report or display mild symptoms of a mental illness, such as depression, anxiety disorder, or even moderate substance use, his or her colleagues might be alarmed, might recognize and pick up some workload imbalance, and might even be troubled periodically by behaviour they see as odd. It is doubtful that most co-workers would feel threatened by this individual's personal condition except in rare and extreme circumstances.

In policing, if a member reports or displays mild mental health issues, for at least some colleagues and even for the member himself or herself, such 'odd behaviour' can rise to life and death significance. It could be interpreted as, or merely feared to become a direct threat to the member and any colleagues who may be called to rely upon him or her at any time during a shift. While such dire situations may be infrequent in reality, they are by their nature unpredictable, and there is little margin for error when they occur. Apparently, from members' own disclosures, this is not lost on the average police officer, ever.

When combined with the self-stigma described above, this fear of being the one to let down the team may be even greater for the officer with the mental health issue, no matter how mild or moderate, than it is for his or her colleagues. Officers are trained to be team players and in truth, they will typically support one another. But, this may not be what goes through the mind of the afflicted. Instead, due to the early training and conditioning and the ongoing workplace culture of policing, many officers report becoming quite binary in their view of such things: either you are fit for duty, or you are not. As such, any loss or limit on your ability to perform the full scope of your duties can amount, in the mind of the individual, to a loss of your identity as a police officer.

Interestingly, this is not usually the same, or at least is not experienced to the same degree, if the deficiency arises from a physical injury or illness. Injuries are not uncommon in police work or even in off-duty activities. Illnesses can affect everyone in relatively uniform measure. Police can be very supportive, and when illnesses or injuries are severe, they often exhibit outstanding levels of support for their ill or injured colleagues.

But, likely due to the stigma and self-stigma they share, when the deficiency is due to psychological injury or arises from the same forms of mental health issues that affect 20% of all Canadians, the harsh and unfortunate term that is often invoked in policing is "broken toys". In other words, you are no longer fit for duty. And, as we all recall from childhood, once broken, most toys cannot be fixed.

Faced with this harsh and often binary reality, a great number of police members will deny and shield the presence of mental health issues for as long as they can. The literature suggests that they may turn, in greater than average numbers, to alcohol and other substance use, and other often harmful self-medicating activities, in efforts to mitigate symptoms and to contain their underlying issues from exposure and treatment. Despite considerable investments by police services in their human resource departments, employee and family assistance programs (EFAP), and many other supportive options, many will avoid such doorways out of fear of exposure.

Too often, by the time their condition either forces them to seek help of their own accord, or is recognized by others or by consequences that leave them no choice but to seek help, they will have already traveled well down all three of the pathways described above. They may be at a point of greater criticality in their mental health issues. They may have a narrower range of secondary prevention and care options available to them. And, with surprising frequency, they may be experiencing disconnection due to damaged relationships with their employer, their colleagues, their friends, and their family as a result of their unmanaged illness and/or their unhealthy reliance on intoxicants.



## The High Costs of Accommodation

In the best cases, members who recognize or are recognized early for mild to moderate mental health conditions will be quickly and effectively connected to the professional services and guidance they require. Enter the high personal costs and heightened risks that stem from accommodation. This is a term, and a status, that can be almost as loaded and stigmatized as mental illness itself in the policing culture.

If you are being accommodated by the organization, there are very differing responses that might apply. If you are still able to come to work and execute tasks that remain central to the mission, you are still serving your calling. Even if there are restrictions placed on your attendance, your deployment or your range of duties, and others know this to be due to a temporary or even permanent physical injury or illness, you may still be regarded as a dedicated and courageous member for continuing to serve when and where you can.

But, something appears to change if the reasons for modified duty or extended absence from work are left open to speculation and rumour, as can often be the case when a member chooses to remain private about mental health issues they are experiencing, or about the nature of their treatment and path to recovery. Stigma and misinformation about mental health care and recovery can lead to harsh and even hostile presumptions among peers, supervisors and managers that a member's behaviour is simply malingering, especially where there have been past performance issues or workplace conflict. This despite evidence that real malingering is actually quite rare. And, to quote one demeaning descriptor used by some, a member has been reduced to "counting paper clips" if a reassignment falls far outside their usual scope of duties, notwithstanding that it is still significant and dignified work.

Again, it is easy to see how quickly and how much further a member being accommodated for mental health reasons under these prevailing conditions might travel down those three pathways. Some may deny their own conditions completely, or deny themselves access to the care and treatments available due to self-stigma and cultural perceptions. Even if receiving care, the motivation will be very strong to suppress symptoms, to exaggerate wellness, and if accommodated or absent, to push hard toward full reinstatement, thus risking an increase in the criticality of the underlying mental health issues. The tendency to eschew available supports and services will be a common tactic to remain unrestricted in one's duties. If performance issues or conflicts with supervisors begin to surface, it may be without the benefit of true explanation. And, these additional stressors and ongoing deceptions at work and at home will often continue to deepen other actual and emotional disconnections from family and friends, especially when substance use also increases as a chosen means of coping.

## The Give and Take of Post-Traumatic Stress Disorder (PTSD) Presumptive Policy in Ontario

An operational stress injury (OSI) is a non-medical term that is generally defined as "persistent, psychological difficulties resulting from operational duties". Within a broad category of operational stress injuries related to policing, a number of mental health issues can be described as post-traumatic stress injuries (PTSI), including depression, substance use disorder, and specifically, the clinically diagnosed condition Post-Traumatic Stress Disorder (PTSD). With increasing acceptance and reduced stigma as a result, operational trauma is rapidly becoming the exception that breaks the rule, when compared to police attitudes on mental health in general. This is a positive development in and of itself.

---

<sup>4</sup> Public Safety Canada (2019). [Post-traumatic stress injuries and support for public safety officers](#).

The Ontario legislature passed presumptive legislation in 2016, expediting access to Workplace Safety and Insurance Board (WSIB) benefits, and by extension access to care for members who have been diagnosed by a psychiatrist or psychologist. It is no longer necessary to establish a causal link between a specific traumatic event and the condition. There is little doubt that this step has brought many more police officers to the care they require while also reducing the burden and added stressors of justifying their condition on the basis of a single traumatizing experience.

However, the panel observed two difficulties that have arisen, perhaps as unintended consequences from this progressive policy. The first is that WSIB and clinicians are still required to adjudicate the general pattern of trauma in order to exert some measure of control over the uptake of these benefits and services. As such, while a single precipitating event might not be required, some police officers experiencing symptoms of PTSD might still find themselves trying to justify their basis, and if unsuccessful and benefits are denied, to pull away from the care they require due to cost and now worsened self-stigma.

The second concern is that while the presumption opens a path to care for PTSD, it may inadvertently be closing down other paths to care for more generalized mental health conditions, including the broader range of occupational stress injuries. This can lead to misdiagnosis and over-diagnosis of PTSD on the one hand, since that is where the benefits are most accessible, and it can leave those experiencing such conditions as depression, anxiety disorders and substance use disorders without similar access and/or self-justification, on the other.

There is no doubt that trauma is a real and present danger in police work, and recent research is revealing more about and reducing stigma around the genuine nature of OSI's being experienced by military veterans and first responders across the board. However, just as PTSD is gaining legitimacy as one condition, our panel recognized the potential risk of narrowing the lens through which we view the entire spectrum of mental health challenges to which police officers may be prone.

## **The Confounding Interplay among Workplace Stressors and Life Events for Police**

It seems likely that any person who experiences a decline in their mental wellness might struggle to distinguish the roles played by the stresses of everyday living versus those that have come from earning a living. Nonetheless, our panel observes that there is an interplay among these sources that may be even more complex for police than for others. As our nine subjects traveled down those three pathways to their tragic point of convergence, most had become disconnected from their employer and organizational supports, and at the same time, most were also disconnecting from their family, friends and social supports, if not in actual terms, then certainly to significant degrees of emotional detachment. The inherent danger in this observation is that one might be easily inclined to attribute their condition to on-the-job trauma and/or workplace dynamics, and miss the corresponding stressors playing upon them from their interpersonal conflicts, economic challenges, and other stressors of everyday life. Or, since in most of our cases and others we reviewed the most apparent precipitating events actually derived from outside of work, it would be just as easy to ascribe their state of health to everyday life alone, and to discount the roles played by their career-long experiences.

What makes this dilemma important in the context of policing is the interwoven nature of police identity as described above. Many police members have described the difficulties they face in even recognizing the distinction between work life and home life. The difference between on and off duty for a police officer is merely a distinction of pay and equipment because in Ontario, once sworn, a police officer carries his or her authorities and responsibilities 24 hours a day. Since they tend to see themselves serving and defined by a calling, and they

operate tightly within a team culture that is unique in society for its rights and its responsibilities, their identity tends to travel with them. Many have described the way their children, spouses and significant others view them as heroes. As such, disappointing one's colleagues on the job may also be, in their own perception, to disappoint those others outside of work and to fall short of that important identity for everyone.

## **An Enduring Commitment to Duty Despite the Personal Costs**

Our final observation on the peculiarities of the policing context requires a disclaimer: neither a study of police deployment options, nor a full appreciation of the economics of policing fell within our scope. We did recognize that like all public services, police budgets must be managed and sometimes resources must be constrained.

Nonetheless, it appears to us as a panel that police resources in Ontario are strained to a breaking point in many locations around the province. It follows that mental health impact can be expected to continue and perhaps even grow in frequency and intensity if this situation is not somehow addressed.

These resource shortages may be real or perceived. They may be due to an inability or unwillingness to implement new models and re-engineered practices as some might suggest. They may be due to an unwillingness of local, provincial and federal governments to meet the real budget requirements as others would argue. They may be due in part to a vicious circle where each new accommodation of a member with mental health issues further aggravates already diminished staffing levels. But, while decision makers grapple with these arguments, police members are burning out, many are becoming ill, and some are dying.

It is in their nature to keep coming to work. It is in their nature to deploy into harm's way even when understaffed. It is also in their nature to minimize and suppress their own symptoms until they can no longer do so.

## Part Three: Seven Pathways to Better Outcomes

Earlier, we identified the three converging pathways that each of our nine subjects traveled to the ultimate point of their tragic deaths by suicide. Throughout our deliberations, we also uncovered seven new pathways that we believe will point the way to better outcomes for all police members in the future.

In Appendix A to this report, we list a number of specific recommendations, and where appropriate, we also identify potential roles associated with each.

In this section of our report, we will first discuss these pathways as they emerged for us as clear themes for action, as areas of opportunity, and as new ways of understanding and approaching the challenges outlined above. These themes are cross cutting in nature, and many of our specific recommendations derived from several of these pathways to change. They are discussed here in no particular order of priority. In the view of the panel members, every one of them will play an important part in any comprehensive plan of action.

### 1. Normalizing Mental Health Challenges

Removing stigma from mental health in general society is an important goal for everyone. In policing, it is a goal that must be recognized and acted upon as an urgent priority. The goal must be to make mental health as normal a subject as any other form of health, wellness and fitness for duty. To be effective, this normalization must begin prior to recruitment, it must extend through basic training at academies and remain evident in on-the-job orientation training with well-prepared coach officers. It must continue throughout policing careers, and it must extend to include the families and significant others of police service members at every stage.

Family members can play vital roles in the recognition, management and support of mental health issues at every stage of prevention and treatment, but only if they are included in an open conversation from the outset and gain continuing knowledge and awareness of what to look for and how to respond.

Current attitudes about mental health issues among serving police members at all levels represent a clear and present danger. It matters not whether these attitudes have derived from general society, or have been cultivated within police ranks through their prolonged exposure to mental health crises and the suicides of others to which they frequently must respond. Policing as a system must transition to a point that their own mental health risks, mild to moderate mental health issues, and advanced mental health conditions are recognized early and acted upon consistently with the support of accessible care and suitable services. For this to occur, mental health in policing must come out of the shadows.

We believe much can be gained by linking mental wellness

#### **Panel Observations on Current Strengths & Weaknesses in the Police Mental Health Ecosystem**

##### **Access to Appropriate Care and Treatment**

Privacy and Fear of Career Repercussion  
Many care and benefit paths begin with the human resources unit of the member's police service. Many members fear reputational damage from disclosing their mental health issues to fellow employees and members of organizational management.

For the panel, for police services and police association officials, for health professionals, and most notably for the surviving families, it is an alarming and unacceptable number.

*cont. next page...*

to peak performance, a concept that most police officers recognize and value. This will require taking conversations and training events well beyond ‘mental readiness’. Such events must also include a greater awareness and understanding of the secondary and tertiary prevention and care models that are available. They must demonstrate that even broken toys can be repaired, and that the path to recovery will be fully supported without diminished identity and without marginalization from the core mission of policing.

We envision that a broad and multi-faceted campaign will be necessary to bring about this transition. In many ways, it is already underway as reflected in our own review and others occurring in parallel, and in the promising initiatives undertaken by Ontario police services and their varied associations. But in our view, it must be scaled up and amplified. Openness, awareness and supportive behaviours toward fellow members experiencing mental health issues should become essential competencies tied to performance and promotion systems at every level, and other forms of recognition should also be explored.

It has been said that police officers are prepared to die for one another. They must also be prepared to live for one another, and at the same time, to live fully for their families and friends without suffering in silence.

## 2. Navigating Through Transitions

When it comes to mental health issues in policing, the devil seems to lurk in the transitions. Our studies revealed consistently that some of the greatest risks for interruptions in care, for denial and suppression of symptoms, and for aggravated levels of stress tend to occur most during pivotal transitions in an individual’s deployment status in the workplace. Critical transitions may include: periods of repeat short term absence necessitated by mild to moderate symptoms, whether diagnosed or not; initial disclosure and while applying for benefits and psychological services; reassignment to modified roles due to conditions affecting fitness for duty; reassignment back into full service; and, periods of extended leave due to escalated conditions and/or to access more intensive levels of care and treatment.

Of all of these transitions, return to work (RTW) stands out as the point of greatest risk. The complex decision-making processes about returning to modified duties or to full

### Access to Walk-in Support

Access to Walk-in Support  
Some agencies have introduced independent staff and outside psychologists and some have established out-of-office locations for walk-in support without risking disclosure. Relatively few police services currently offer this option.

### Limited Access in Small Urban, Rural and Remote Settings

Smaller police agencies may lack the resources to provide support-with-privacy options for their members. As well, smaller communities may have limited clinical resources, requiring significant travel and potentially more absences from work for those seeking assistance.

### Benefit Limits

Some member associations (OPPA and Ottawa Police Association) recently negotiated no-limit arrangements with their benefits providers. In most Ontario police services, there are restrictive limits on the length of care provided under existing benefits and insurance schemes, and co-pay costs vary significantly.

WSIB claims face ongoing pressure to reduce or restrict uptake, duration and cost, and often require extensive efforts by member and families to justify the need for care, treatment and compensation for absence from work. An additional barrier is the requirement to be seen by only WSIB approved treatment providers. The WSIB payment scheme is generally paid at a much lower rate than market.

*cont. next page...*

reinstatement can generate significant stress for individuals, their families, their co-workers, their care providers, and their benefits administrators including the WSIB. Among our nine subjects, RTW factored heavily and frequently into their worsened health conditions, triggered open conflict with their organization and peers, initiated or aggravated performance and professional standards issues, and often led to financial stress.

Further aggravating these stressors is the current fragmentation that individuals and families must navigate. Certain services and supports may be available from the employer, while others may be provided only through their Police Association. Individuals may be directed to some services by independent peer support workers, by benefits and EFAP providers, and by clinical care providers. Some of these same agencies may provide ‘system navigator’ supports. But, experience has shown that rarely do such navigation supports cross the full spectrum of clinical guidance, procedural assistance, and educational programs to help the individuals and families affected.

A full scope of navigation supports should be readily available to all members in all police services, built upon consistent best practices, yet remaining flexible to the needs of each individual, family, and police service involved.

### **3. Continuing Access to Quality Care with Evidence-based Treatment and Solutions**

Based on our lived experience sources including the voices of survivors, the confidence level among police members and their families in the current patchwork of care providers is at best moderate to low. We heard of service professionals with little to no familiarity with policing or first responder issues, including the role played by recurrent trauma. We heard of others who initially established a strong connection with their patient, only to later refuse to continue providing care under established benefit fee schedules. And, we heard of well-qualified and policing-knowledgeable professionals who established strong bonds and achieved successful outcomes with their patients.

Given the often fragile state of any police member who is coming to terms with symptoms or with a mental health diagnosis amid the cultural dynamics described earlier in this report, any barrier to access can be a reason for them to revert to suppression, denial and withdrawal from care. For some of our nine subjects, the last years and months of their lives

#### **Availability of Trauma and Police-informed Clinicians**

When seeking treatment, members face limited availability of practitioners who are familiar with the unique demands of police work and the role of trauma in mental health issues. No universally reliable reference source currently exists, though some are under development.

#### **Inconsistency in Peer Support Models**

Volunteer-driven police and first responder peer support providers have emerged in the past few years, and many are seeing demand grow for their services. Currently, peer support practices and service offerings are viewed to be inconsistent in scope, quality, and integration with other MH services.

#### **Balancing Affordability vs. Quality of Treatment**

When faced with benefit limits, or due to fear of disclosure to their employer and colleagues, members and their families often struggle to access and sustain affordable care paths, often forced to choose between high quality care and treatment for a very short duration, or questionable care over a longer period of access. Many simply withdraw from this challenge and elect no continuing care.

*cont. next page...*



were clearly punctuated with stop-start patterns in their care path. For others we heard from, their descriptions of their own care paths ranged from successful, to frustrating, to futile.

It is imperative in our view that access to quality care become universal among police members in Ontario, and the quality of care options must extend to include policing and trauma informed clinicians and the application of evidence-based treatments and solutions. It is our understanding that some of the volunteer agencies and police associations in Ontario have begun to establish referral lists of suitably qualified professionals and support networks. This work should be accelerated and made widely available as soon as possible.

#### 4. Resourcing, Accommodation and Burnout

For most municipal police services in Ontario, Police Service Boards are responsible to maintain adequate staffing levels to meet demand for service in their jurisdiction. For the OPP and First Nations police services, this responsibility rests with the provincial and federal governments. Most police budget-setting processes establish an 'authorized strength' of members. The authorized strength model is built on the premise that all the police positions are filled and all members are at work. The model does not adequately take into account that staffing vacancies occur when recruitment numbers fall short, and also when members are away from the workplace on medical leave. This gap translates to an additional workload for members who are working. Through intensified workload demands in regular deployment, and often through increased overtime levels, essentially it falls to the members to subsidize the shortfall in the authorized strength.

The repercussions of this model are that those left working are forced to function in an environment where they are short-staffed which may lead many to burnout. Some may also develop a feeling of contempt toward members that are on medical leave. And, all of this leads to further erosion in the identity issues occurring for those absent members.

Under the current model, staffing gaps contribute to an ongoing systemic deterrent to disclosure of mental health issues, create a significant barrier to those who need to access and maintain proper care paths, and uphold a false expectation of fit-for-duty capacity that perpetuates stigma and self-stigma surrounding mental health and occupational

#### Availability of Supportive Care for Family Members

Currently, family members are very often excluded from the care path of their loved ones dealing with mental health issues. It appears that this is may be due to a lack of information about options available, lack of knowledge about mental health in policing, real or perceived privacy concerns, or it may be a symptom of the member's disconnecting behaviour.

#### System Navigators & Patient Advocates

When police members find themselves in crisis they are often required to navigate unfamiliar and complex processes which can be a barrier to care, while also having a detrimental effect on the member's well-being, especially for those already reticent to disclose. Some members and families may also incur financial strain by paying for expenses which may be eligible for coverage. A full scope of system navigator supports will span clinical, educational, and financial challenges.

#### Internal Attitudes, Behaviours, Knowledge and Skills

#### Unwarranted Perceptions of Malingering

Despite recent investments in mental health awareness and resilience training, suspicions and even outright accusations of malingering remain common in policing culture. Evidence shows that incidents of malingering are rare, and in most cases, the requirement for care and accommodation is very real.

*cont. next page...*

stress injuries. The reality of staffing gaps must be confronted. Each individual police service will undoubtedly continue to face fiscal pressures, and in the short term at least, most may be unable to resolve their current staffing gaps on their own. Attention should be given to acting collectively to establish a province-wide system for exceeding authorized staffing that will allow for sufficient resourcing to fill vacancies when members are away from the workplace on medical leave.

### 5. Preserving Identity: The Criticality of Criminal or Police Act Charges and Social Media

The RTW transitions described above represent the most frequent high-risk points for police members with mental health issues, but situations where officers face charges and/or public embarrassment through mainstream or social media could be described as the most acute. In our review of deaths by suicide, if not managed with care these ‘hand-off’ situations can clearly rise to the level of a precipitating event with an impact equivalent to the loss of a primary personal relationship.

Recognizing the significant role that police identity has for members deeply invested in policing culture, police services have a special responsibility to ensure that any sudden and extreme damage to that identity is managed with care and support. We reviewed situations and practices where special hand-off arrangements are in place and applied to ease the negative consequences. Among our nine, we also reviewed some situations that, whether intended or not by the service, were experienced by the subject member as outright abandonment. We reviewed others that fell somewhere in between.

Every police service must take on the responsibility to establish and apply hand-off procedures that will ensure that no matter the severity of a member’s infraction or breach of duty, or whether the scope of any disciplinary action contemplated is seen as a minor set-back or a career-ending criminal charge, supports will be in place to maintain a connection to the member and his or her family, and to ensure a continuity of professional care as may be required.

### 6. Managing Suicide Events

We cannot manage, improve or learn from things we do not know about. As important steps towards improving outcomes

### Limited Knowledge among Supervisors & Managers about Treatment and Recovery

Anecdotally, many police managers, supervisors and peers continue to regard mental health conditions as a permanent disability. Awareness of the true nature and success rates of treatment and recovery would greatly improve return-to-work transitions for members who have experienced a mental health issue, thereby aiding in stigma reduction

### Limited Creativity and Sensitivity in Assigning Accommodated Duties

The binary ‘fit for duty, or not’ attitude described elsewhere in this report continues to influence decisions on modified duty. Members report the negative impact on their dignity from reflex assumptions about the limits of their ability to perform and to remain tied to the core mission with which they identify strongly.

### Unclear Guidelines on Privacy and Connection During Accommodation

Supervisors, managers and peers report being uncertain of if or how they might maintain a connection to their colleagues who are absent from work due to mental health issues. This is further aggravated if professional standards issues are also involved. Greater clarity, established guidelines around consent, and the development of compassionate, trauma-informed skills would be of significant benefit in this regard.

*cont. next page...*



for all police members in Ontario, all coroners should be directed to record and report on any death by suicide of a first responder, a database should be established to permit ongoing data capture and analysis, and any death by suicide of a police member should trigger a death review in the Office of the Chief Coroner. In our view the unique nature within, and the place of policing in society, requires that we closely track and learn from every situation that results in a death by suicide, with a view to continuous improvement across the entire police and mental health ecosystem.

Much of the foregoing discussion has centred on opportunities in the prevention and intervention stages of mental health. Postvention is also recognized as a best practice in suicide prevention, and there are two aspects to it that warrant priority attention and action from our review. One of these involves extending caring support to the bereaved, including direct actions to prevent collateral mental health conditions among family members, close friends and associates, and the other addresses the need to minimize the risks of a contagion effect across the policing community.

In the first, we note that among the survivors of our nine, some degree of bereavement support from their loved one's employer, association, and colleagues was evident in most cases, but it can best be described as uneven in its execution, its scope and its duration. When properly planned and constructed, postvention practices are designed to achieve a number of aims in the aftermath of a death by suicide, specifically to:

- prevent suicide among people who are at high risk after exposure to suicide;
- facilitate the healing of individuals from the grief and distress of suicide loss;
- mitigate other negative effects of exposure to suicide; and,
- in a policing context, some means to respectfully memorialize the deceased.

All police services should have a prepared organizational response plan for postvention services designed to assist the bereaved in managing the immediate crisis of a death by suicide and coping with its long-term consequences.

With regard to the broader community, there exists in the literature some evidence of a risk for contagion effects. In other words, particularly among others in the same population group who may already be experiencing mental health challenges, one or more suicides in that same group may have a triggering effect. Clusters of deaths, as seen in our nine cases in a single year, certainly heighten concerns in this regard. It is important to note that the contagion need not necessarily amount to additional suicides for us to be concerned. The potential to exacerbate the mental health issues of any police member or group of members is also worthy of our concern.

Postvention is a critical part of suicide prevention, and can also be part of a comprehensive strategy for mental wellness in general. Ensuring that postvention activities take place after any police member suicide should not be the responsibility of one group, one police service or one individual. This will require a whole-of-community commitment.

---

### **Balancing Workload Pressures vs. Compassionate Support**

When entire police organizations are under strain due to limited deployable resources, the pressure to return members to full active duty often overrides compassion for the individual, and reduces active support for their continuing accommodation and care.

---

## 7. Joint Ownership and Collaborative Action

Our police and mental health ecosystem model shown earlier in Figure 3 illustrates both the scope of resources and capacities that currently exist to lend support to positive outcomes in police member mental health, as well as the complexity and potential for fragmentation that currently exists across this system (see Sidebar above). We also noted earlier the range of promising initiatives and policy considerations that are underway to bring improvement to the level and quality of services at every stage of prevention, intervention and postvention. Our deliberations led us to some concern that if left unchanged, continued fragmentation may undermine much of this promise.

Policing as a system must adopt a no-wrong-door mindset in order to ensure that every member and family affected by mental health issues, at their earliest presentation, faces no barriers in seeking out, accessing, and affording the care and treatment they require. To fully achieve this, policing must act as the unified system that it is in the eyes of its members.

We recognize recent collaborative undertakings among the OPP, its associations and its not-for-profit partners as one promising model, but little will change if that same approach is not replicated across the remaining police services that serve Ontario communities. Similarly, we were encouraged by collaborative discussions described by the OACP and PAO, and by TPA with its employer partner the Toronto Police Service. We also recognize that member mental health has become a priority agenda item for the Ontario Association of Police Service Boards (OAPSB), as it has nationally with the CACP, the Canadian Association for Police Governance (CAPG) and the Canadian Police Association (CPA). But, in our view there is a growing risk of lost effectiveness and efficiency from an emerging patchwork of bilateral and multilateral initiatives taking shape, without the full involvement of all parts of the ecosystem moving in common directions.

In Ontario, we believe the Ministry of the Solicitor General, guided by this report to the Ontario Chief Coroner, is best positioned to provide the essential leadership and mobilization to achieve a whole-of-system approach. We address this opportunity as the first of our recommendations for action in our Appendix A.

## Part 4: A Much Broader Legacy

Taken collectively, these seven pathways encompass a range of opportunities for a whole-of-system solution to a very real problem in policing that extends well beyond and well ahead of any specific occurrences of death by suicide.

We hope that police and association executives, boards, and mental health service providers will embrace these opportunities and work together on the specific actions we propose below. We believe a new policing culture can emerge where the full cycle of prevention, recognition, appropriate disclosure, care and treatment, recovery and reintegration can occur with greater openness, greater success, and without repercussion to anyone facing mental health challenges whether due to operational or organizational stressors, or from any other cause inside or outside of work.

And, we hope that every police member, sworn and civilian, will bring the same courage that they bring every day in service of others, to embrace and thrive in this new and more open culture. We hope that current and future members will remain visible so that others can assist them, and will remain fully connected to their families and friends as well as to the calling they have chosen. We know it is a calling they value, for life.

Finally, we hope the foregoing discussion and the 14 specific recommendations that follow below will inspire the comprehensive and collaborative action on police member mental health that is urgently required in Ontario.

## Part Five: Our Recommendations for Action

1. The Policing Services Division of the Ministry of the Solicitor General (PSD-MSG) will lead the development of an Ontario Police Members Mental Health Collaborative (OPMMHC) as a standing body accountable to the Deputy Solicitor General, to meet quarterly on a continuing basis and to operate under the following initial terms of reference:
  - a) OPMMHC will be comprised of qualified volunteer representatives from police service boards, police service executive management, police associations, police supervisors (sworn and civilian), police members with lived experience, police family members with lived experience, police psychologists and other mental health providers with expertise in policing, researchers, peer support groups, and insurance and benefits providers;
  - b) OPMMHC will be co-chaired by one representative of police executive management and one police association executive;
  - c) OPMMHC will serve in a steering and coordinating role to identify and act to resolve gaps, overlaps and service deficiencies in order to improve the effectiveness, efficiency and universal accessibility of mental health supports to police service members across the province;
  - d) OPMMHC will establish and disseminate appropriate benchmarking tools and metrics, establish implementation timelines, report semi-annually on progress of recommendations in this report and from other sources, and execute other initiatives as OPMMHC members may determine;
  - e) OPMMHC will develop an agenda of priority research topics for policing in Ontario, including encouraging the development of a police specific interpretation of the CF-modified Mann model for suicide prevention depicted in Figure 1 of this report, incorporating any additional factors and interconnections addressed within this report.
  - f) MSG will provide administrative support and base funding sufficient to sustain the meetings of the OPMMHC;
  - g) OPMMHC projects will be otherwise staffed and resourced through in-kind contributions from the participating members;
  - h) and, other terms of reference as PSD-MSG and the participating OPMMHC stakeholders may determine.
2. The OPMMHC, once established, will lead the development of a Communications Sub-committee (OPMMHC-Comms) dedicated to the design and ongoing execution of a broad campaign aimed at normalizing mental health challenges, reducing stigmatizing behaviours and assumptions, achieving healthier identity and work life balance, and building awareness of supports, treatments and recovery outcomes in all police services, police academies, and police-related program units in Ontario Community Colleges and Universities;
  - a) OPMMHC-Comms will be staffed on an in-kind, part-time basis by Ontario police services, and supported by PSD-MSG with additional funding on a project-by-project basis, as required;

- b) The normalization campaign will be available for province-wide roll out by December 31, 2020.
3. The OPMMHC, once established, will lead the development of a Knowledge Translation Sub-committee (OPMMHC-Education) dedicated to accessing, interpreting, adapting and disseminating best practice education and training resources for mental health and suicide prevention to all identified end-users (including police members, leadership, families, peer supporters, clinicians and the general public) from available sources, including universities, governmental and non-governmental organizations such as the Canadian Institute for Public Safety Research and Treatment, the Canadian Institute for Military and Veteran Health Research, the Public Health Agency of Canada's PTSD Secretariat, Veterans Affairs Canada, the Department of National Defence, and other police professional organizations and stakeholder groups;
    - a) The Knowledge Translation Sub-committee will be well developed and materials will be rolling out province-wide by December 31, 2020. There will also be provisions for measuring application and retention of new knowledge by the end-users, continuous improvement, and updating of materials as needed.
  4. OPMMHC will work with Ontario police services, peer support agencies, insurers and clinical providers to establish clear guidelines for the qualifications and standards necessary to provide clinical care and peer support services to police members.
  5. OPMMHC will produce by January 1, 2021 a single, consolidated and living referral source outlining the availability of suitably qualified care providers and treatment options in all regions of the province.
  6. OPMMHC will work with all partners to advance a no-wrong-door policy across the province, with a view to reducing administrative and funding barriers to members in need of immediate access and care.
  7. PSD-MSG will direct all police services in Ontario to develop and implement a comprehensive mental health (MH) and wellness strategy by June 30, 2021;
    - a) Comprehensive MH strategies will include local normalization initiatives; provisions for ensuring access for their members to suitable evidence based and qualified prevention, self-care, intervention, and postvention supports;
    - b) Comprehensive MH strategies will also include training and education initiatives, as informed by OPMMHC-Education, designed to meet the needs of recruits, members, coach officers, supervisors, managers, human resources specialists, peer support providers, mental health professionals, and families;
    - c) Comprehensive MH strategy elements may be provided directly by a police service, through partnerships with other police services, and/or in partnership with third party providers, as required;
    - d) Comprehensive MH strategies will provide for engagement of family members in learning and discussion sessions and other activities related to police member mental well-being during the recruitment process, at critical transition points (as defined in this report), and periodically throughout policing careers;
    - e) Comprehensive MH strategies will include the establishment of specific competencies and performance expectations, related to maintaining and supporting mental wellness and/or responding to mental health issues, for all members in general, and specifically for supervising members, and will be incorporated into promotion, performance management, and recognition systems by December 31, 2021.

8. OPMMHC will assist and guide police services in establishing web-based Members and Families Mental Health Portals, service-specific for larger services and/or general access for all services, to make available information and resources to support open and informed conversations about mental health and well-being. Portals will be established and accessible to all services by June 30, 2021.
9. OPMMHC will guide the development of best practice guidelines for managing all mental health related accommodations and return-to-work (A-RTW) decision processes by December 31, 2021;
  - a) A-RTW processes will include collaboration among management, human resource specialists, members, families, associations, insurers and third party clinical advisors, with clear roles and responsibilities established for each;
  - b) A-RTW processes will include specific guidelines for maintaining supportive connections with accommodated members and those who are absent from work, and with their families when permitted.
10. OPMMHC will guide the development of best practice guidelines for managing all high-risk 'hand-off' support processes by December 31, 2021;
  - a) Hand-off processes will apply to any situation involving or with the potential to involve Police Service Act charges, criminal charges, removal of use-of-force options, or member identification and negative attention from mainstream or social media;
  - b) Hand-off processes will include specific guidelines for maintaining supportive connections with accommodated members who are absent from work, and with their families when permitted.
11. PSD-MSG will encourage more police services in Ontario to hire mental health professionals to the extent affordable on their own, or in partnership with neighbouring police services.
12. The Ontario Association of Chiefs of Police (OACP) will be encouraged by this report to establish a provincial parallel to the CACP's Psychologist Sub-committee to facilitate greater cooperation, capacity, and the development of Ontario-specific best practices.
13. PSD-MSG will encourage more police services in Ontario to adopt, if they have not already, police mental health partnerships along the lines of COAST, PACT and similar models across Canada, and Project ECHO in the USA, in order to improve relationships and interactions between police and persons with mental health issues in the community, and to further normalize member awareness and knowledge about mental health prevention, treatment and recovery.
14. The Office of the Chief Coroner (OCC), in partnership with others as required, will seek to establish policy in Ontario that requires all coroners to report and share information on any death by suicide of a first responder, including police, and to initiate a death review committee in all such cases;
  - a) The OCC will lead the development of a suitable system for capturing data from all such deaths by suicide and resulting death reviews;
  - b) The OCC will lead the design and development of analytic tools, through consultation with OPMMHC and others, to learn from cumulative deaths by suicide with a view to identifying opportunities for continuous improvement in the first responder mental health ecosystem.

## Appendix: Members of the Chief Coroner's Expert Panel

### **Dr. Lori Gray**

Dr. Gray is a clinical, forensic, and rehabilitation psychologist whose focus has been best practices and progressive approaches in early intervention and comprehensive care through her work with multiple emergency services and peer support programs. She is currently based out of private practice in Barrie, ON and works with first responders and emergency services across Ontario. Her background includes diverse experience as the psychologist for one of the largest paramedic services in Canada, Centre for Addiction and Mental Health, Detroit Receiving Hospital, Ministry of the Attorney General, Correctional Service of Canada, and postsecondary teaching.

Dr. Gray has received the Future Pioneers of Psychology Award from the American Psychological Association, Early Career Achievement Award from the Canadian Psychological Association Traumatic Stress Section, Odyssey Early Career Achievement Award and GLAD Award for Teaching and Mentorship from the University of Windsor, among other awards from agencies including the International Society for Traumatic Stress Studies, Canadian Psychological Association, and Social Sciences and Humanities Research Council of Canada.

### **Dr. Simon Hatcher**

Dr. Hatcher is a psychiatrist and researcher at The Ottawa Hospital Research Institute. He trained in psychiatry in the UK before working in New Zealand for twenty years and moved to Canada in 2012. He has been the principal investigator on several large randomized controlled trials of treatments for suicidal people. Clinically, he runs a First Responder Clinic at The Ottawa Hospital and has received research funding to investigate the preferences of First Responders for mental health care and to test different ways of screening for mental disorders in first responders.

Dr. Hatcher is a member of the Canadian Institute for Public Safety Research and Treatment (CIPSRT).

### **Lieutenant Colonel (Ret) Alexandra Heber**

Dr. Heber is the first Chief Psychiatrist of Veterans Affairs Canada (VAC), and an Assistant Professor of Psychiatry at the University of Ottawa. She was the VAC lead author on the CAF- VAC Joint Suicide Prevention Strategy. She has over 30 years' experience working in Mental Health. Dr. Heber served in the Canadian Armed Forces (CAF) and was deployed to Afghanistan as Psychiatrist in Charge of the CAF Mental Health Services for Task Force Afghanistan. Her military experience included a decade as Clinical Leader of Military Mental Health in Ottawa, then the establishment of the Section of Clinical Programs for CAF Headquarters, where she oversaw 30 CAF mental health clinics across Canada.

She has presented and published nationally and internationally on Post Traumatic Stress Disorder and suicide prevention in military, veteran, and first-responder populations. Her research interests include: suicide prevention, the military-civilian transition experience, and the role of peer support in military and paramilitary



organizations. She has authored 2 online courses on PTSD and trauma-informed care, one for Canadian physicians and one for the Newfoundland and Labrador Health Authorities, and she has authored a number of reports for the Justice Department, Government of Canada, on cases involving torture and PTSD.

Dr. Heber works on developing strong collaborative relationships among government, academics, research institutes, clinicians, military and public safety organizations, families and those with lived experience. She has received the Veterans Affairs Canada Leadership Award, the Canadian Armed Forces Chief of Defence Staff Commendation, the Queen Elizabeth II Diamond Jubilee Medal and the General Service Medal, South-West Asia.

### **Dr. Stephanie Barone McKenny**

Dr. McKenny is a police psychologist with the Los Angeles Police Department (LAPD) and provides consultation to several elite units including SWAT, Air Support Division, Criminal Gang Homicide Division, and undercover agents. She has worked with law enforcement personnel at the international, national, state, county, local, and university levels. Dr. McKenny is also a nationally certified sports psychologist and clinical trauma professional who applies peak performance skills in designing and implementing officer wellness programs, including the Mother of All Suicide Prevention Campaigns (which led to 25 months of 0 suicides at LAPD), the Resilience Task Force, the Substance Abuse Task Force, the Smart Detective, the annual Heart of LAPD Walk, and the pending Tactical Relief Checks.

As the spouse of a Navy Captain and the sister of a Lt. Colonel, Dr. McKenny understands at a very personal level the demands and sacrifices that police members make every day, and also the demands and daily sacrifice of their spouses, children, and extended family.

### **Serving Police Member**

This panel member is a currently active police sergeant who has served as a police officer in Ontario for over 30 years. His career includes over 25 years of front-line uniform policing assignments as well as six years of administrative and corporate experience.

While often described by others as a “high performer” and “go-to guy”, this member also describes himself as “someone who has suffered in silence for over 15 years while enduring the profession’s unrelenting exposure to critical incidents and traumas”. He is committed to leveraging his lived experience to create a legacy of preventing police suicides by improving police culture, eliminating stigma, and promoting mental wellness and resilience.

His fellow panel members are thankful for the courage and insight this member brought to our deliberations. His name is withheld here solely out of respect for his and his family’s privacy.



## **Angela Slobodian**

Ms. Slobodian is the Acting Director of Wellness at the Ottawa Police Service (OPS). As a registered nurse she has worked in hospitals and in public health. In 1994 she moved from her native Nova Scotia to Belleville, Ontario to begin work as an Occupational Health Nurse at a global telecommunications company, and this began her interest and passion in occupational health. She completed her diploma in Occupational Health Nursing and received her certification in 2002. She left the private sector company in 2009 as Director of North American Health Operations, moving to the Ottawa Police Service as Manager of Health, Safety and Lifestyles. As a nurse she has always had a commitment to health promotion and illness prevention.

The opportunity came to lead the development of a Wellness program at Ottawa Police, and Ms. Slobodian was pleased to take the lead. She currently has responsibility for the Health and Safety team and for the Peer Support and Resiliency program and OPS.

## **Clive Weighill, C.O.M.**

Chief Weighill (retired) is a veteran of policing in Saskatchewan. He served as the Chief of Police for the Saskatoon Police Service from 2006 to 2017 following his 31 years of service with the Regina Police Service, leaving that service at the rank of Deputy Chief. In September 2018, Mr. Weighill became the Chief Coroner for the Saskatchewan Coroners Service.

During his policing career Mr. Weighill worked in Patrol, Communications, Crime Prevention, Commercial Crime, Property Crime, Drugs, Vice, Planning and Research and Senior Administration. He also served as the President of the Canadian Association of Chiefs of Police (CACP) from 2014 to 2016. He is the recipient of the Police Exemplary Service Medal and Bar, the Saskatchewan Protective Services Medal, the Saskatchewan Centennial Medal, the Queen's Diamond Jubilee Medal, the Lieutenant Governor's Gold Medal for Excellence in Public Administration in Saskatchewan, and he is a Commander of the Order of Merit of the Police Forces.

## **Norman E. Taylor - Panel Moderator and Lead Writer**

Mr. Taylor has served Canada's policing community for over 25 years in his combined roles as an independent policy advisor, educator, researcher and author. Since 2014, he has organized and executed three national conferences on policing and mental health issues in partnership with the Canadian Association of Chiefs of Police (CACP) and the Mental Health Commission of Canada. In his capacity as co-founder and Program Director of the CACP Executive Global Studies Program, he has led global research studies on policing interfaces with the mental health system, and on some of the unique patterns and behaviours that shape the internal culture of policing. Mr. Taylor also provides strategic advisory and educational services to many police services, communities, and at all government levels across Canada and in the USA.

Mr. Taylor is a recipient of the Queen Elizabeth Diamond Jubilee Medal on nomination by the CACP, the Premier of Saskatchewan's Award for Excellence in Public Service: Innovation, and in 2018 he was proud to be named an Honourary Commissioned Officer in the Ontario Provincial Police.



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

December 4, 2019

**Delegation Bylaw**

---

**RECOMMENDATIONS**

1. That the Board adopt the recommendations set out in this report.
2. That the Board enact Delegation Bylaw No. 12-19 (Appendix A).
3. That the Board repeal Execution of Documents Bylaw 08-15, as amended.

**PURPOSE**

This report summarizes the results of a staff review of the Board's Execution of Documents Bylaw and recommends the enactment of a new Delegation of Authority Bylaw (the "Bylaw"). By delegating some of the Board's authority and duties, the Board is able to focus on strategic issues of governance and policing and allow for the effective management of the police service further to section 31(1)(c) of the *Police Services Act*.

Unless an authority, duty or function of the Board has been expressly delegated by bylaw, resolution or policy, all authorities, powers, duties and functions remain with the Board.

**BACKGROUND**

The existing Execution of Documents Bylaw, enacted in June 2015, sets out the authorized signing officers of the Board and further delegates specific authority to the Chief of Police to sign documents for a general list of operational matters.

The proposed Bylaw consolidates the provisions in the existing bylaw and sets out the signing authority of an officer. The Bylaw would be enacted under the general provision in the *Police Services Act* requiring a police services board to establish policies for the effective management of the police service.

**ANALYSIS AND OPTIONS**

The Bylaw will delegate authorities in the form of a duty or function and will outline who the signing officers of the Board are and what specific authorities each has with respect to entering into agreements and other undertakings in the name of the Board as listed in Schedule A to the Bylaw. The Bylaw also includes provision for an authorized signing officer to appoint a designate to sign on his or her behalf.

It is recommended that the Chief of Police have a policy and process in place governing the appointment of designates, further to the Bylaw, to ensure the effective management of the Service and its operations.

In all cases where documents are executed under delegated authority, a quarterly report must be submitted to the Board.

### **Delegated Authority to the Chair and Vice Chair**

Section 34 of the *Police Services Act* allows the Board to delegate to two or more of its members any authority conferred on it by the Act except the authority to bargain under Part VIII which may be delegated to one or more members. At its October meeting, the Board delegated authority to approve the promotions of 30 constables to the rank of sergeant and detective for the purposes of meeting internal promotional timelines. Delegating this authority to the Chair and Vice Chair under the proposed Delegation Bylaw will support a more streamlined focus for the Board and will assist in meeting internal timelines.

Included in Schedule A of the Bylaw is the proposal to delegate the following to the Chair and Vice Chair:

- Authority to appoint, promote and reclassify members of York Regional Police excluding senior officers ranks.
- Approval of resignations and retirements of members of York Regional Police excluding senior officer ranks.

Candidates for appointment as a police officer will meet the conditions as set out in the *Police Services Act*.

It is recommended that Board receive regular staff reports which include analysis on workforce trends and demographics as applied to York Regional Police.

### **Legal Indemnification**

Further to the Board's Legal Indemnification policy and applicable working agreements for York Regional Police which provide for legal services to officers in connection with Part VII of the *Police Services Act*, the Chief submits a report to the Board seeking approval for legal indemnification of members in accordance with the conditions in the working agreements. The recommendation in this report is to delegate the approval process to the Chief or his/her designate as follows:

- Payment of eligible legal indemnification claims in amounts up to \$100,000.

Claims that exceed \$100,000 threshold will require Board approval as set out in the working agreements.

The Chief will continue to report to the Board further to policy and legislative requirements as it pertains to matters related to Part VII of the *Police Services Act* (Special Investigations Unit).

### **Copyright, Trademark and Use of Name**

In 2017, the Board delegated authority to the Chief of Police to approve or deny requests for the use of the York Regional Police official mark or crest. The proposed Bylaw includes the 2017 resolution and also includes the use of trademark and name including the Board's logo, trademark and name. This will facilitate the day-to-day processes which include logos and crests on funding applications, for example, and other operational documents.

## **CONCLUSION**

A review of the Execution of Documents Bylaw revealed several areas which should be updated or amended to meet the operational needs of the Board and of York Regional Police, and the proposed Delegation Bylaw includes these amendments and streamlines the process for efficiencies and good governance practices.

Mafalda Avellino  
Executive Director



**THE REGIONAL MUNICIPALITY OF YORK**  
**POLICE SERVICES BOARD**  
**BYLAW NO. 12-19**

**DELEGATION BYLAW**

Whereas the Police Services Act provides that a police services board shall establish policies for the effective management of the police service;

Now therefore, The Regional Municipality of York Police Services Board enacts as follows:

**1. DEFINITIONS**

1.1. In this bylaw:

- a) “**Board**” means The Regional Municipality of York Police Services Board, acting in its capacity as a board established under the *Police Services Act, R.S.O., 1990* or any successor provincial legislation;
- b) “**Chair**” means the Chair of The Regional Municipality of York Police Services Board;
- c) “**Chief of Police**” means the Chief of Police of the York Regional Police;
- d) “**Designate**” means, for the purposes of this bylaw, the person provided with written authority to act on behalf of a Signing Officer;
- e) “**Document**” means any written instrument in paper or electronic form which, when duly executed, will have or is intended to have the effect of binding the Board but does not include any cheques, bank drafts, debentures or other financial instruments;
- f) “**Executive Director**” means the Executive Director of The Regional Municipality of York Police Services Board;
- g) “**Region**” means The Regional Municipality of York;
- h) “**Regional Solicitor**” means the Regional Solicitor of The Regional Municipality of York;
- i) “**Signing Officer**” means a person appointed pursuant to this bylaw to execute any document on behalf of the Board;
- j) “**Vice Chair**” means the Vice Chair of The Regional Municipality of York Police Services Board; and
- k) “**YRP**” means York Regional Police.

## **2. APPOINTMENT OF SIGNING OFFICERS**

- 2.1. The Board Chair and Vice-Chair are hereby appointed signing officers of the Board and may jointly execute any document or authorize any matter on behalf of the Board.
- 2.2. The Board Chair is hereby appointed the signing officer of the Board and may execute any document or authorize any matter on behalf of the Board.
- 2.3. The Chief of Police and the Executive Director are hereby appointed signing officers in respect of any document or may authorize a matter listed in Column 1 for which they have been listed in Column 2 of Schedule A to this bylaw.
- 2.4. Where any person is authorized to execute any document pursuant to this bylaw, such person may, in writing, appoint a designate to approve the matter and/or to execute any document on his or her behalf.
- 2.5. Where the Chief of Police appoints a designate under section 2.4 of this Bylaw, the Chief of Police shall have established the necessary administrative procedures governing the designate and the authority that has been delegated to the designate.

## **3. DELEGATION OF AUTHORITY**

- 3.1. The authority to approve a matter or execute a document listed in Column 1 of Schedule "A" is hereby delegated to the person or persons holding the position set out opposite such matter or document in Column 2 of Schedule "A", subject to any conditions or restrictions set out in Column 3
- 3.2. Any document related to any matter listed in Column 1 of Schedule "A" to this bylaw may be executed by a delegate appointed under section 3.1 of this bylaw and that person is hereby appointed a Signing Officer for such purpose.
- 3.3. Despite any provision of this bylaw, a designate shall not approve any matter or execute any document unless the transaction or activity to which the matter or document relates has been approved by the Board. For greater certainty, a transaction or activity shall be deemed to be approved by the Board where such transaction or activity:
  - a) Is included in the annual budget adopted by the Board; or
  - b) Is included in a program, project or activity which has been approved by the Board;or



c) Is reasonably incidental to the authority given to the Chief of Police or their designate, as the case may be, to carry out their duties and responsibilities on behalf of the Board.

3.4. No provision of this bylaw shall be construed as waiving any provision of Bylaw No. 10-17 (the "Purchasing Bylaw"), as amended from time to time, and the Purchasing Bylaw shall continue to apply to the procurement of deliverables of goods, services or construction on behalf of the Board.

#### **4. GENERAL**

4.1. Where authority has been given by the Board, or under the Purchasing Bylaw, or under this bylaw to any person to approve any matter or execute any document, such authority includes the authority to execute any ancillary documents necessary to give effect to the delegated authority and shall include the authority to amend any document, including extending the term of any agreement, provided such amendment does not result in any additional financial obligation to the Board.

4.2. The approval of any matter and the execution of any document under this bylaw shall be subject to compliance with any policies adopted by the Board from time to time with respect to the transaction or activity to which the matter or document relates, and to administrative procedures established by the Chief of Police.

#### **5. ADMINISTRATION**

5.1. Each signing officer shall obtain the approval of the Regional Solicitor or his or her designate as to form and content prior to executing any document pursuant to this bylaw.

5.2. At least one original of each executed document shall be retained by the Chief of Police. An electronic copy shall be delivered to the Board.

5.3. All executed documents by the Chair, Vice Chair or the Executive Director shall be retained by the Board for safekeeping unless otherwise directed.

#### **6. SCHEDULE**

6.1. Schedule A attached shall form part of this Bylaw.

**7. REPEAL**

7.1. Bylaw No. 08-15 is hereby repealed.

**ENACTED AND PASSED on December 4, 2019.**

---

**Executive Director**

---

**Chair**

**SCHEDULE “A”**

<b><u>Column 1</u></b> <b>Delegated Authority</b>		<b><u>Column 2</u></b> <b>Delegate</b>	<b><u>Column 3</u></b> <b>Conditions/Restrictions</b>
<b>BOARD ADMINISTRATION</b>			
1.	Appointments, promotions and re-classification of members of the YRP	Chair and Vice Chair	Excludes: - Senior Officer Ranks
2.	Approvals of resignations and retirements of members of the YRP	Chair and Vice Chair	Excludes: - Senior Officer Ranks - <i>Police Services Act</i> , 1990 Parts II, IV and V
3.	Contracts, agreements and protocols that have been authorized by the Board	Chair	
4.	Travel and other expenses incurred as part of the official duties and responsibilities of: a) the Chief of Police ; b) the Executive Director; and c) members of the Board	Chair	
5.	Annual Leave requests of the Chief of Police	Chair	
6.	Requests of the Executive Director for: a) annual leave; b) unpaid leave of absence; and c) staff development programming	Chair	
7.	Travel and other expenses incurred as part of the duties and responsibilities of the Chair	Vice Chair	
8.	Legal accounts pertaining to grievances and arbitrations	Executive Director	Subject to review and approval by the Regional Solicitor
9.	Contracts, agreements and protocols related to the supervision of staff and administration of the Board Office and Board day-to-day operations.	Executive Director	

<b><u>Column 1</u></b> <b>Delegated Authority</b>		<b><u>Column 2</u></b> <b>Delegate</b>	<b><u>Column 3</u></b> <b>Conditions/Restrictions</b>
<b>FINANCE</b>			
10.	Applications for funding or subsidy on behalf of the Board	Chief of Police	
11.	Agreements with Federal or Provincial governments or agencies or any other entity for program or project specific funding	Chief of Police	
12.	Documents required in support of funding applications or as a condition of receipt of funds, including reporting requirements	Chief of Police	
13.	Cost-reimbursement agreements	Chief of Police	
<b>OPERATIONS</b>			
14.	Payment of eligible legal indemnification up to \$100,000.00	Chief of Police	Board report required for costs above \$100,000.00
15.	Joint operations agreements with enforcement agencies, including other municipal police services, OPP, RCMP, CBSA	Chief of Police	
16.	Secondments with other municipal, provincial or federal enforcement agencies	Chief of Police	
17.	Agreements with institutions and community partners under a Board approved program	Chief of Police	
18.	Waivers, releases and grants of indemnification not related to a purchase	Chief of Police	
19.	Agreements with Federal or Provincial governments, municipalities or agencies for Board undertakings, program delivery and administration	Chief of Police	
20.	Requests for unpaid leave of absence	Chief of Police	
21.	Non-disclosure and confidentiality agreements	Chief of Police	
22.	Applications for permits, approvals or licences with respect to any Board	Chief of Police	

<b><u>Column 1</u></b>		<b><u>Column 2</u></b>	<b><u>Column 3</u></b>
<b>Delegated Authority</b>		<b>Delegate</b>	<b>Conditions/Restrictions</b>
	undertaking related to facilities (excluding acquisition of property)		
<b>PROPERTY</b>			
	<b>Board Occupied Facilities and Land</b>		
23.	Agreements granting access to utilities, telecommunications and other maintenance services required to maintain York Regional Police use of Regional lands and facilities	Chief of Police	
24.	Agreements permitting third party use of York Regional Police community rooms and facilities	Chief of Police	
<b>External Facilities and Land</b>			
25.	Low value rental agreements for training or operational purposes, provided that the value does not exceed \$100,000	Chief of Police	
26.	Agreements for YRP's use of lands and facilities for administrative, program or training purposes, including public meetings, staff training, workshops and conferences	Chief of Police	Excludes leases and land or property acquisition
<b>COPYRIGHT, TRADEMARKS, &amp; USE OF NAME</b>			
27.	Use of YRP and the Board's name, logos, trademarks and copyrights	Chief of Police	
28.	Applications for Copyright, Trademark or Patent of Board intellectual property including logos and symbols	Chair	Subject to review by the Regional Solicitor or designate
29.	Applications for Copyright, Trademark or Patent of YRP intellectual property including logos and symbols	Chief of Police	Subject to review by the Regional Solicitor or designate
<b>PROGRAMS &amp; SERVICES</b>			
30.	Alarm Monitoring Program agreement documents with monitoring and service companies for the purpose of administering the Board's fee schedule	Chief of Police	

<b><u>Column 1</u></b> <b>Delegated Authority</b>		<b><u>Column 2</u></b> <b>Delegate</b>	<b><u>Column 3</u></b> <b>Conditions/Restrictions</b>
31.	Venue Agreements where YRP is the host or participant in an event	Chief of Police	
32.	Community partnership program agreements where YRP is providing education and information sessions or workshops through a community partner or agency (e.g. Welcome Centre)	Chief of Police	

**THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD**

**BY LAW NO. 11-19**

**A By Law to Confirm  
the Proceedings of the Board at its Meeting  
held on December 4, 2019**

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 4th day of December, 2019**

---

**Mafalda Avellino, Executive Director**

---

**Mayor Virginia Hackson, Chair**