



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 • Web: yrpsb.ca

REVISED AGENDA PUBLIC SESSION

Wednesday, April 19, 2017, 9:00 a.m.

COMMITTEE ROOM "A"

YORK REGION ADMINISTRATIVE CENTRE

17250 YONGE STREET

NEWMARKET, ONTARIO

Pages

1. INTRODUCTION OF ADDENDUM ITEMS AND OTHER BUSINESS
2. DISCLOSURE OF INTEREST
3. CONFIRMATION OF PUBLIC MINUTES OF MARCH 22, 2017 BOARD MEETING 1
4. PRESENTATIONS
 - 4.1 *Volunteer of the Year Presentation*
 - 4.2 Post-Traumatic Stress Disorder Prevention Plan - Dr. Handley 7
 - 4.3 How Technology is Changing Community Policing in York Region 23
5. COMMUNICATIONS
 - 5.1 Correspondence from Mr. Eli El-Chantiry, Chair and Mr. Fred Kaustinen, Executive Director, Ontario Association of Police Services Boards, March 31, 2017, requesting sponsorship for the OAPSB 2017 Spring Conference and AGM taking place June 21-24, 2017. 51
 - 5.2 Correspondence from Ms Susan Gorman, Executive Director, Jericho Youth Services, March 30, 2017, requesting participation in the 3rd Annual Trivia Night taking place April 22, 2017 in Sutton, ON. 53

5.3	Memorandum from Mr. Stephen Beckett, Ministry of Community Safety and Correctional Services, April 4, 2017, requesting feedback on the Police Street Checks Public Awareness Campaign Materials.	57
-----	--	----

5.4	<i>Correspondence from Chief Al Frederick, Windsor Police Service, April 18, 2017, regarding events taking place May 1-5, 2017 in recognition of the 150th Anniversary of the Windsor Police Service.</i>	61
-----	---	----

6. REPORTS OF THE CHIEF OF POLICE

6.1	Volunteer of the Year Award	67
-----	-----------------------------	----

RECOMMENDATION

1. That the Board receive this report pursuant to Auxiliaries and Volunteers Board Policy No. 03/02 and present Peter Fleming with the Volunteer of the Year Award.

6.2	Award for Ballistic Soft Body Armour	71
-----	--------------------------------------	----

RECOMMENDATIONS

1. That the Board authorize the award of the contract for the supply, delivery and disposal of ballistic soft body armour systems with Pacific Safety Products Inc. (PSP), as a cooperative purchase with the Ministry of Ontario, Minister of Community Safety and Correctional Services and the Ontario Provincial Police (OPP), Request for Proposal OPP-1057, for an annual cost of \$400,000, excluding H.S.T; and
2. That the Board approve the award for an initial three years with an option to renew for two additional one year terms, subject to satisfactory performance and the Chief's approval, for a total contract cost of \$2,006,812, if all options were exercised, excluding H.S.T.; and
3. That the Chief of Police be authorized to execute the contract, and any options to renew the contract, subject to the approval of The Regional Municipality of York's Regional Solicitor, or his or her designate, as to form and content.

6.3	Award for Janitorial Services	75
-----	-------------------------------	----

RECOMMENDATIONS

1. That the Board authorize the award of the contract for Request for Proposal (P-17-02) for the provision of janitorial services at the Training facility to 1434378 Ontario Inc. o/a Commercial Cleaning Services, who submitted the highest scoring Proposal, which represents the best value to the Board, for an annual cost of

\$75,077, excluding H.S.T.; and

2. That the Board approve the award of an initial one year term with an option to renew for two additional two year terms, subject to satisfactory performance and the Chief's approval, for a total contract cost of \$375,387, if all options were exercised, excluding H.S.T.; and
3. That the Chief of Police be authorized to execute the contract, and exercise any options to renew the contract, subject to the approval of The Regional Municipality of York's Regional Solicitor, or his or her designate, as to form and content.

6.4 York Regional Police Post-Traumatic Stress Disorder Prevention Plan

81

RECOMMENDATIONS

1. That the Regional Municipality of York Police Services Board receive this report.
2. That the Regional Municipality of York Police Services Board submit the Post-Traumatic Stress Disorder Prevention Plan to the Ontario Ministry of Labour.

6.5 Use of Force Statistics

113

RECOMMENDATION

1. That the Board receive this report pursuant to Use of Force Board Policy No. 01/14.

7. *REPORT OF THE EXECUTIVE DIRECTOR*

7.1 *Delegated Authority to the Chief of Police*

121

RECOMMENDATIONS

1. That the Chief of Police be delegated the authority to approve or deny requests for the use of the York Regional Police ("YRP") official mark.
2. That the Chief develop and implement a Policy on the approved use of the YRP official mark.

8. ADDENDUM ITEMS

9. OTHER BUSINESS

10. CONSIDERATION OF MOTION TO MOVE INTO PRIVATE SESSION

11. CONSIDERATION OF MOTION TO MOVE INTO PUBLIC SESSION

12. CONSIDERATION OF PRIVATE ITEMS

a) Human Resources (Recommendation 1)

b) Re-Appointment of Special Constables as Court Security Officers
(Recommendation 1)

13. CONFIRMATORY BYLAW

123

14. ADJOURNMENT

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

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

March 22, 2017

The Board commenced its meeting of March 22, 2017 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.

Board Members Present: F. Scarpitti, Chair, Mayor of the City of Markham
V. Hackson, Vice Chair, Mayor of the Town of East Gwillimbury
W. Emmerson, Chairman & C.E.O., York Region
J. Molyneaux, Member
B. Jiang, Member
B. Rogers, Member
K. Usman, Member

Board Staff: M. Avellino, Executive Director
J. Kogan, Administrative Assistant

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

YR Legal & Court Services: J. Hulton, Regional Solicitor

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

Nil

107 **DISCLOSURE OF INTEREST**

Vice Chair Hackson declared a conflict of interest with agenda item No. 5.6, communication from Cedar Centre. The disclosure of interest is due to Vice Chair Hackson sitting on the Board for Cedar Centre.

Vice Chair Hackson resolved to remove herself to consider item No. 5.6 and did not participate in any consideration or discussion of, or vote on any part of this item.

108 **CONFIRMATION OF PUBLIC MINUTES OF FEBRUARY 15, 2017 BOARD MEETING**

It was moved by Mr. Molyneaux, seconded by Chairman Emmerson that the Board confirm the minutes for the public session of the meeting held on February 15, 2017 in the form supplied to the members.

CARRIED

PRESENTATION

- 109 Nil.

COMMUNICATIONS

- 110 Correspondence from The Honourable Kathleen Wynne, Premier of Ontario, February 28, 2017, regarding the Policing Effectiveness and Modernization Grant.

It was moved by Mr. Rogers, seconded by Mr. Molyneaux that correspondence from The Honourable Kathleen Wynne, Premier of Ontario, February 28, 2017, be received.

CARRIED

- 111 Memorandum from Mr. Stephen Beckett, Ministry of Community Safety and Correctional Services, February 23, 2017, regarding Sexual Violence and Harassment.

It was moved by Mr. Molyneaux, seconded by Vice Chair Hackson that the memorandum from Mr. Stephen Beckett, Ministry of Community Safety and Correctional Services, February 23, 2017, be received and that the Chief of Police conduct a review of sexual assault investigations in York Region and report back to the Board on the review and findings.

CARRIED

Action: Chief of Police

- 112 Correspondence from Ms Maddie Di Muccio, President, York Region Taxpayers Coalition, February 17, 2017, regarding the unfounded sexual assault rate for York Regional Police from 2010 to 2014.

It was moved by Mr. Rogers, seconded by Mr. Usman that the correspondence from Ms Maddie Di Muccio, President, York Region Taxpayers Coalition, February 17, 2017 be received and that the Executive Director inform the York Region Taxpayers Coalition of its direction to the Chief of Police to conduct a review of sexual assault investigations in York Region and further that the report from the Chief of Police upon receipt from the Board be forwarded to the York Region Taxpayers Coalition.

CARRIED

Action: Chief of Police, Executive Director

- 113 Memorandum from Ms Mafalda Avellino, Executive Director, York Regional Police Services Board, March 22, 2017, regarding the attached recommendations and report from the Toronto Transit Commission on the TTC Special Constable status in York Region.

It was moved by Mr. Usman, seconded by Mr. Molyneaux that the recommendation in the memorandum from Ms Mafalda Avellino, Executive Director, York Regional Police Services Board, March 22, 2017, be adopted.

CARRIED

Action: Executive Director

- 114 Memorandum from Ms Mafalda Avellino, Executive Director, York Regional Police Services Board, March 22, 2017, regarding Notice to Repeal and Replace Procedure By-Law No. 06-02.

It was moved by Mr. Usman, seconded by Vice Chair Hackson that the memorandum from Ms Mafalda Avellino, Executive Director, York Regional Police Services Board, March 22, 2017, be received.

CARRIED

- 115 Correspondence from Ms Alison Peck, Executive Director, Cedar Centre, March 3, 2017, requesting sponsorship for the 20th Annual Signature Gala to be held on May 12, 2017 in Vaughan, ON.

It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the correspondence from Ms Alison Peck, Executive Director, Cedar Centre, March 3, 2017, be received and that the Board purchase one corporate table for \$3,000.

CARRIED

Action: Executive Director

- 116 Correspondence from Ms Catherine Madden, Executive Director, Women's Centre of York Region, February 28, 2017, requesting sponsorship of the first-time Mother's Day Luncheon taking place May 7, 2017 in Newmarket, ON.

It was moved by Vice Chair Hackson, seconded by Ms Jiang that the correspondence from Ms Catherine Madden, Executive Director, Women's Centre of York Region, February 28, 2017, be received and that the Board provide sponsorship for \$1,500.

CARRIED

Action: Executive Director

- 117 Correspondence from Ms Catherine Madden, Executive Director, Women's Centre of York Region, March 3, 2017, requesting sponsorship for the 9th Annual Golf Fore Change Tournament taking place June 20, 2017 in East Gwillimbury, ON.

It was moved by Mr. Usman, seconded by Mr. Rogers that the correspondence from Ms Catherine Madden, Executive Director, Women's Centre of York Region, March 3, 2017, be received and that the Board purchase a Hole sponsorship for \$250.

CARRIED

Action: Executive Director

- 118 Correspondence from Spirit of the Community Dinner, March 21, 2017, requesting attendance at the 14th Annual Spirit of the Community Dinner taking place May 29, 2017 in Brampton, ON.

It was moved by Mr. Usman, seconded by Vice Chair Hackson that the email from Spirit of the Community Dinner, March 21, 2017, be received and that the Board purchase one corporate table for \$3,800.

CARRIED

Action: Executive Director

REPORTS OF THE CHIEF OF POLICE

- 119 **Interim Financial Reporting (un-audited) for the Period Ending December 31, 2016**

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

1. That the Board receive the unaudited interim financial reports for the 12 month period ending December 31, 2016, pursuant to Financial Accountability Board Policy No. 01/05.

CARRIED

- 120 **Amended Service Fees and Charges**

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

1. That the Board adopt the Schedule A Service Fees and Charges set out in this report effective April 3, 2017; and
2. That Bylaw 02-15 be amended to replace page 3 of Schedule "A" with Schedule "A" attached; and
3. That Bylaw No. 06-16 be repealed effective April 3, 2017.

CARRIED

- 121 **2017-2019 Business Plan**

It was moved by Mr. Usman, seconded by Mr. Molyneaux that the Board adopt the following recommendation contained in the Report of the Chief of Police and that the Board forward copies of the 2017-2019 Business Plan for the York Regional Police to Regional Council pursuant to the Board's Protocol for the Sharing of Information.

1. That the Board approve the 2017-2019 Business Plan pursuant to the Board's Framework for Business Planning Policy No. 03/10.

CARRIED

Action: Executive Director

REPORT OF THE EXECUTIVE DIRECTOR

122 Public Relations Reserve Fund Amended Update Report

It was moved by Chairman Emmerson, seconded by Mr. Usman that the Board adopt the following recommendation contained in the Report of the Executive Director:

1. That the Board receive the amended status report in accordance with its Public Relations Reserve Fund Policy No. 08/08.

CARRIED

CONSIDERATION OF MOTION TO MOVE INTO PRIVATE SESSION

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

CARRIED

The Board met in Private Session at 9:50 a.m. and reconvened in public at 2:58 p.m.

CONSIDERATION OF MOTION TO MOVE INTO PUBLIC SESSION

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

CARRIED

CONSIDERATION OF PRIVATE ITEMS

125 Human Resources

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

1. That the Board That the Board reclassify 25 officers pursuant to the 2016 – 2019 Uniform Working Agreement; and
2. That the Board appoint four civilians, pursuant to Section 31(1) (a) of the *Police Services Act*.

Appointment of New Police Officers

1. That the Board appoint 30 new individuals as Cadets-in-Training, effective April 3, 2017 pursuant to Section 51(1) of the *Police Services Act*.

Appointment of Experienced Hires

1. That the Board appoint three experienced officers, effective April 3, 2017, pursuant to Section 31(1)(a) of the *Police Services Act*.

Appointment of Experienced Hires

1. That the Board authorize the appointment of two part-time temporary Special Constables for a one-year period within York Region, effective April 3, 2017, pursuant to Section 53(1) of the *Police Services Act*.

CARRIED

126 **CONFIRMATORY BYLAW**

The Board had before it Bylaw No. 05-17. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

It was moved by Vice Chair Hackson, seconded by Ms Jiang, that Bylaw No. 05-17, being "a Bylaw confirming the proceedings of the Board at this meeting," be read and enacted.
Bylaw No. 05-17 was read and enacted as follows:

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

CARRIED

127 **ADJOURNMENT**

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

CARRIED

The meeting adjourned at 3:00 p.m.

Mafalda Avellino
Executive Director

Mayor Frank Scarpitti
Chair

Minutes to be confirmed and adopted at the next regular meeting of the Board to be held on April 19, 2017.

Accessible formats or communication supports are available upon request.



YORK REGIONAL POLICE

PTSD Prevention Plan



PTSD Prevention Program Framework

#FIRSTRESPONDERSFIRST
firstrespondersfirst.ca

IMPLEMENTING BEST PRACTICES

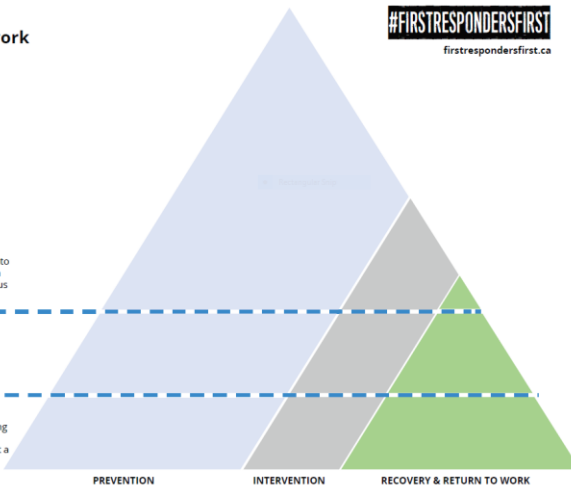
At this stage the employer is ready to implement best practices into an already functioning program. There is an interest in evaluation and research. They may also be interested in expanding their focus to general wellness.

TAKING PROACTIVE STEPS

This stage of the journey is about moving from a reactive state to a proactive state. The employer has the basics in place and is ready to develop a more comprehensive program.

JUST GETTING STARTED

At this stage of the journey the employer needs help understanding their legal requirements and potentially help dealing with a crisis. They are looking for basic support and may not be able to support a significant investment. The goal is to get them started with basics.





PREVENTION

- Basic elements of occupational health and safety management
 - Understanding legal responsibilities
 - Recognizing, assessing and controlling the hazard
 - Developing policies and procedures
 - Outlining roles and responsibilities
 - Incident reporting procedures in an organization



INTERVENTION

- Ensuring that workers know how to report psychological injuries when they occur
- Workers are supported when reporting psychological injuries
- Offers evidence-based intervention options



RECOVERY & RETURN TO WORK

- Managers understand how to accommodate a worker who is suffering from PTSD
- There are clearly established roles and responsibilities for supporting workers through the accommodation process



CURRENT STATE



PREVENTION

PTSD policies and procedures for prevention, intervention, and recovery & return to work

- Regulations Chapter 4
- Project Safeguard (AI-361)
- Critical Incident Stress Management (AI-328)
- Police Citizen Deadly Force Encounter (AI-364)
- Workplace Harassment and Discrimination (AI-350)
- Safe Storage/Removal and Return of Firearm (AI-009) *Under review*
- Accommodation and Return to Work (AI-366) *Under review*
- Peer Support *Draft completed*



PREVENTION

Prevention training for all members to help recognize and respond to the signs and symptoms of traumatic stress when they arise

- Road to Mental Readiness
 - Entire organization
- Project Safeguard
 - Units at higher risk of exposure to traumatic situations or materials (ICE, Homicide, MCIU, etc.)
- Mindfulness Training
 - Mandatory for new recruits, optional for experienced members
 - Focus on development of self-awareness and promoting self-care
- Mental Health First-Aid
 - Mandatory for new recruits, optional for experienced members
 - Skill development in recognizing and addressing mental health issues in others



PREVENTION

Identify and communicate organization roles and responsibilities for the PTSD Prevention Plan and Program

- Outlined in current policies and procedures
- Described in detail in the PTSD Prevention Plan
- Delivered to members directly during Road to Mental Readiness training



INTERVENTION

PTSD injury reporting mechanisms are established and implemented

- YRP017

Identify support and intervention options that managers and workers can access and use to respond to staff reports of injury

- Health & Wellness, Occupational Health & Safety, CISM, Peer Support, Psychological Services, EFAP, External Treatment Provider list

Identify roles across the organization that can support injured workers, determine and communicate their responsibilities

- Health & Wellness, Peer Support, EFAP, CISM, Psychological Services, External Treatment Providers (\$3500/year coverage for mental health treatment)



RECOVERY & RETURN TO WORK

Identify roles across the organization, and other parties, who would be focused on getting the injured worker back to work

- Health & Wellness, WSIB, Morneau Shepell, Peer Support, York Beyond the Blue, External Treatment Providers

Establish internal procedures and protocols to support worker recovery and return to work

- AI-366, AI-009

Managers understand how to accommodate a worker recovering from PTSD and how to reintegrate the worker back into the workplace

- Canadian Mental Health Association – Seminar on the accommodation process for all sworn and civilian supervisors (Ongoing: February – November 2017)



Reporting an Injury

- YRP017
- Health & Wellness
- Occupational Health & Safety
- Peer Support
- YRPA
- CISM
- Psychological Services



Case Management

- WSIB
- Morneau Shepell
- Health & Wellness



Treatment & Support

- External Treatment Providers
- Health & Wellness
- Peer Support
- EFAP
- York Beyond the Blue
- Supervisor & Coworkers



Return to Work

- RTW Medical Form
- Accommodation
- Graduated Return to Work Plan
- H & W Meeting with Supervisors
- Ongoing Support & Assistance from All Parties



	Just Getting Started	Taking Active Steps	Implementing Best Practices
PREVENTION			X
INTERVENTION			X
RECOVERY & RETURN TO WORK		X	



FUTURE DIRECTIONS



INNOVATION IN PREVENTION

Expanding beyond PTSD to include all mental health issues that can impact a member

- Early detection through business intelligence
- Further expansion of Project Safeguard and internal psychological services
- Formal integration of multi-denominational chaplaincy services into wellness programming
- Peer Support Team training



INNOVATION IN PREVENTION

Expanding beyond PTSD to include all mental health issues that can impact a member

- Stepped care model of mental health treatment
- Development of an online screening tool for mental health that links members to services
- Seminars, Lunch and Learns from community partners (CMHA, Morneau, Wounded Warriors, Tema Conter, etc.)
- Extending family support services (York Beyond the Blue)
- Regular psychoeducational documents published internally targeted at specific groups or during difficult times (Managing holiday stress, Thin Gold Line newsletter, submissions on mental health to the YRPA magazine, etc.)



A PSYCHOLOGICALLY HEALTHY WORKPLACE

Developing a culture of awareness and acceptance of mental health

- Adoption of the MHCC/CSA voluntary standard for psychological health and safety in the workplace
 - Leadership development program YorkLeads to investigate aspects of voluntary standard
- Integration of mental health considerations in leadership training (YorkLeads, new supervisor training)
- Delivery of a formal YRP anti-stigma policy (to be included in existing Workplace Harassment and Discrimination procedure)



PSYCHOLOGICAL HEALTH AND SAFETY IN THE WORKPLACE

1. Psychological Support
2. Organizational Culture
3. Clear Leadership & Expectations
4. Civility & Respect
5. Psychological Competencies & Requirements
6. Growth & Development
7. Recognition & Reward
8. Involvement & Influence
9. Workload Management
10. Engagement
11. Balance
12. Psychological Protection
13. Protection of Physical Safety



DEVELOPING EVIDENCE-BASED PRACTICES

A renewed focus on creating measurable and sustainable results in mental health services

- Leveraging business intelligence as a platform for internal research on mental health programming
- Development of outcome metrics for trainings and programming to inform future direction and resource allocation
- Research on impact of mental health training on member performance and behaviours in partnership with local universities
- Utilizing pre-employment selection data to develop normative sample unique to YRP



FACILITATING A SUCCESSFUL RETURN TO WORK

Re-evaluating current practices for clarity and efficiency

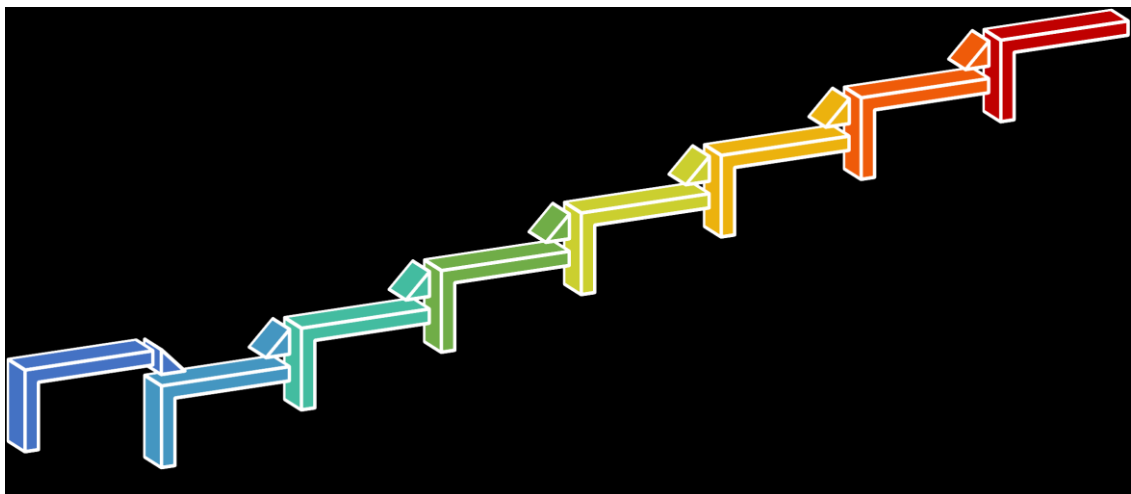
- Produce a simplified reference to assist members with navigating disability and return to work processes
- Educating supervisors and coworkers on the value of staying connected with members who are off work
- Health & Wellness to coordinate with commanders and direct supervisors to design effective return to work and accommodation strategies



STEPPED CARE MODEL FOR MENTAL HEALTH

- A system of delivering effective, timely care in a resource restricted environment
- Initial intake followed by progressive interventions that are tailored to the individual needs of the member
- Most effective yet least resource intensive intervention is offered first
- Care is only stepped up to the next level with evidence or prediction of program failure
- Emerging area – No current police services in Canada making use of a stepped care approach to mental health

Stepped Care Model for Mental Health at YRP



Cornish (2016) *Stepped Care 2.0*



STEP 1

- Initial contact with the member
 - Member presents to Safeguard session or to Peer Support
 - Member completes online wellness survey independently
 - Initial contact is brief and Peer Support member or psychologist acts as a consultant
 - Member is given a “prescription” for next steps

Estimated percentage of members at this step: 100%



STEP 2

- Self-directed, psychoeducational materials
 - Aimed at building self-awareness
 - Example resources include AnxietyBC, fitness/sleep trackers, and mindfulness apps

Estimated percentage of members at this step: 30%



STEP 3

- Interactive online therapy programs
 - Focused on skill development and active engagement
 - Examples include WellTrack and MoodKit

Estimated percentage of members at this step: 15%



STEP 4

- Short-term, face-to-face peer support or chaplaincy service
 - Focused on utilizing active listening and stages of change techniques

Estimated percentage of members at this step: 10%



STEP 5

- Supportive Therapy (EFAP program or psychotherapist/social worker in the community)
 - Time-limited and goal-directed counselling interventions

Estimated percentage of members at this step: 5%



STEP 6

- Intensive Individual Therapy (Psychologist in the community)
 - Focused on symptom reduction and improving daily functioning at work and at home
 - Targeted at members with diagnosable mental health issues

Estimated percentage of members at this step: 3%



STEP 7

- Psychiatric consult (In-person or via telemedicine)
 - For members unable to engage in therapy due to symptom severity or to supplement current treatment plan
 - Morneau Shepell offers a program called InfluenceCare that offers rapid access to a psychiatrist for medication recommendations

Estimated percentage of members at this step: **Less than 1%**



STEP 8

- Hospitalization (Local hospital or specialized inpatient program)
 - This step is reserved for members who exhibit a profound inability to function in any aspect of their lives or are a significant, imminent risk to themselves or others

Estimated percentage of members at this step: **Less than .05%**



Rebecca Shields, CEO, Canadian Mental Health Association, York and South Simcoe

"Our community is fortunate to have an organization such as York Regional Police display such positive leadership when it comes to supporting front-line and supervisory staff. We encourage other prominent organizations and businesses in our region to follow YRP's example."



Questions?



How Technology is Changing Community Policing in York Region



Inspector Stu Betts
BI Program Mgr. Greg Stanisci
Const. Eran Schwartz
Const. Shane Spina

Strategic Services - Business Intelligence

April 19, 2017



Presentation Agenda

- Sector Model Policing – The Foundation
- What is Active Operating Picture (AOP)
- How Active Operating Picture is changing Community Policing
 - Data Driven Patrol
 - Road Safety
 - Crime Prevention
 - RTOC – Strategic Resource Management
 - Scenario: Shooting in Progress



Sector Model Policing

In the right place at the right time

What was required:

- ☐ Four years of Planning & Research
- ☐ Data Cleansing
- ☐ Workload Analysis
- ☐ Consultative Approach
- ☐ Identified KPI's
- ☐ One year pilot in #5 District (Oct/15 to Oct/16)





Sector Model Policing

In the right place at the right time

The Outcome:

- ✓ Enhanced Strategic Resource Management
- ✓ Enhanced Supervision at High-risk calls for service
- ✓ Increased Police Visibility
- ✓ Increased time for community engagement
- ✓ Improved response time to priority calls for service
- ✓ Improved workload balance





What is Active Operating Picture (AOP)?

Map Analytics Technology

Connects to Multiple Data Sources

- Internal
- External

3 Applications

- Real Time Operations Centre (RTOC)
- Frontline
- Crime Analytics

Multiple Layers

- Crime, Collision, Proactive Policing etc.

External Feeds

- Region Traffic Cameras
- Weather, Traffic Conditions,
- Google Street view



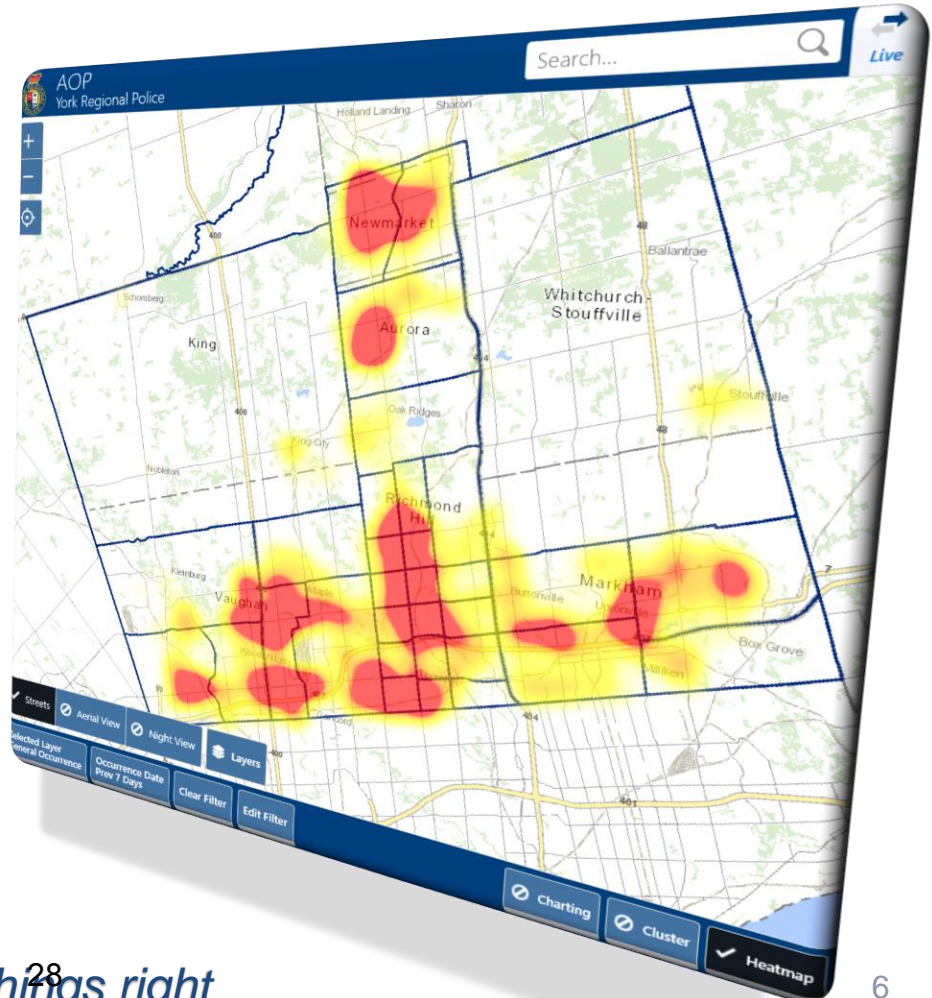


Data Driven - Road Safety

Know Your Sector

Proactive Patrol

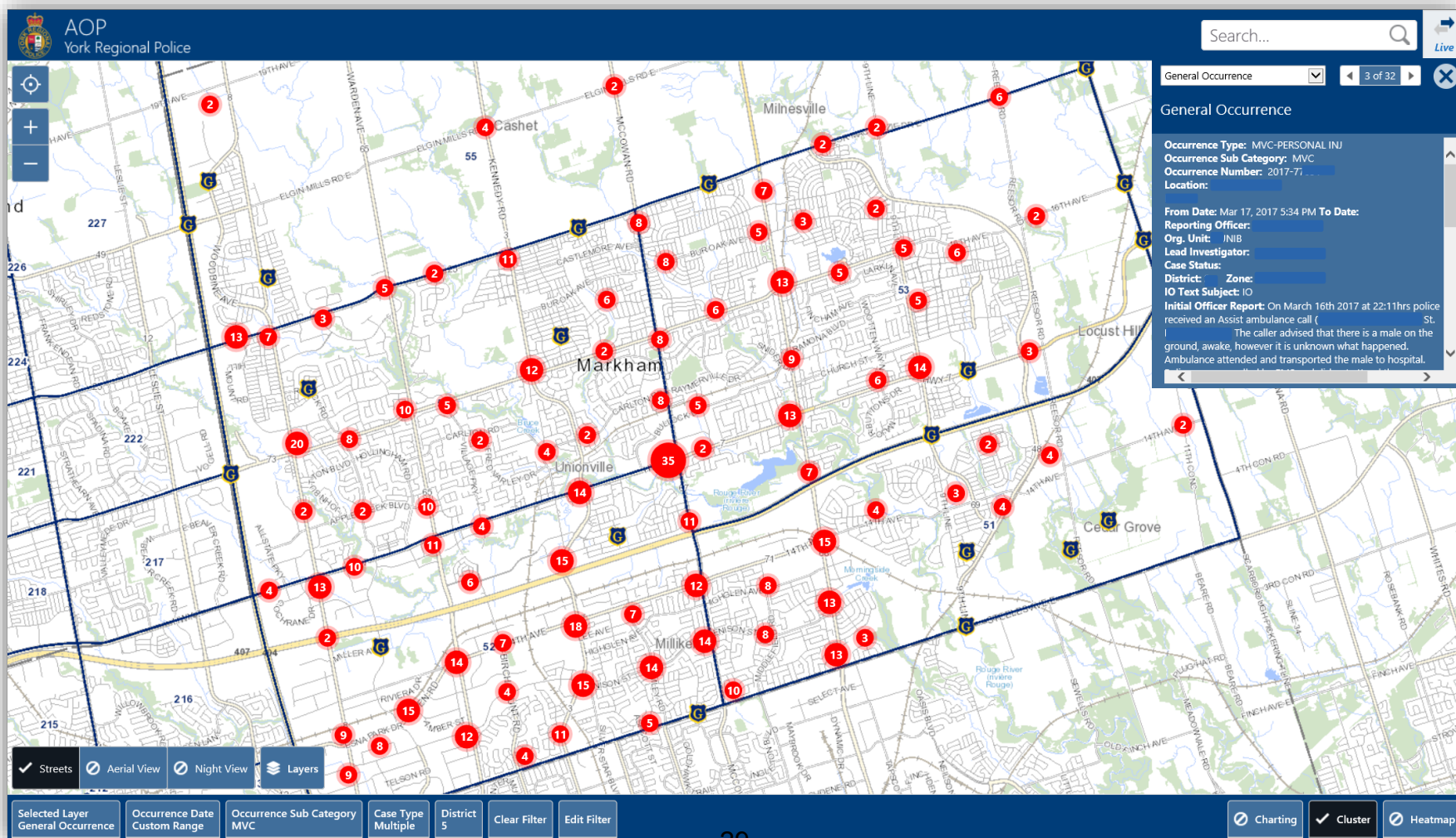
Community Engagement/Education



Efficiency is doing things right



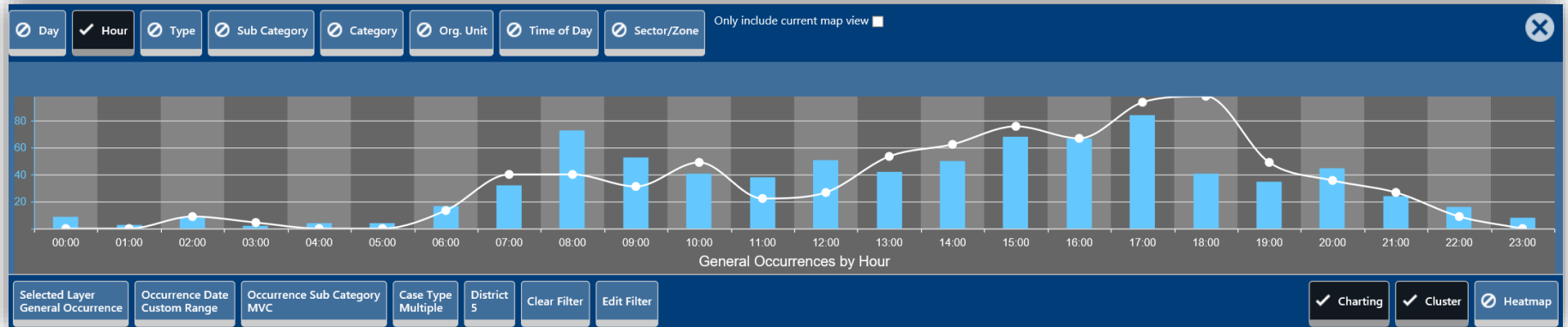
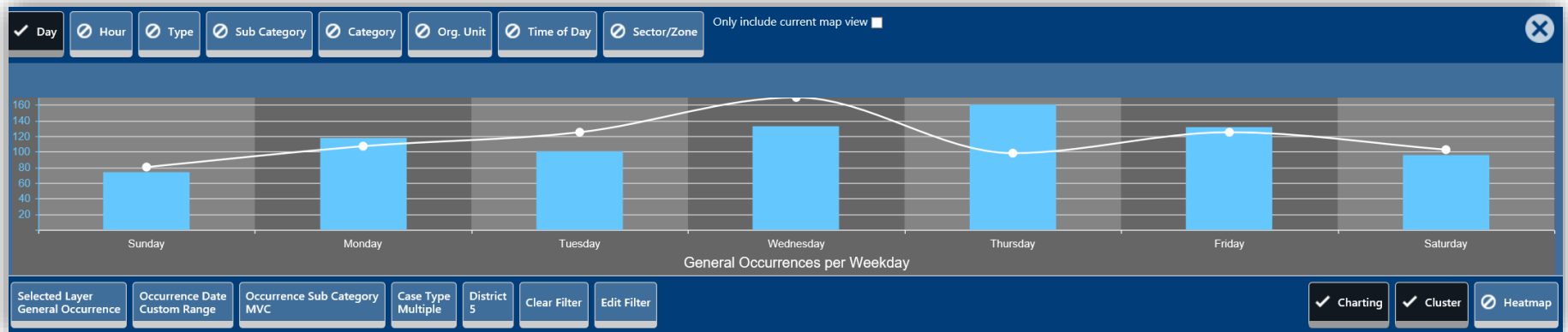
Personal Injury Collisions (1 year)





Personal Injury Collisions (1 year)

Day of Week / Time of Day

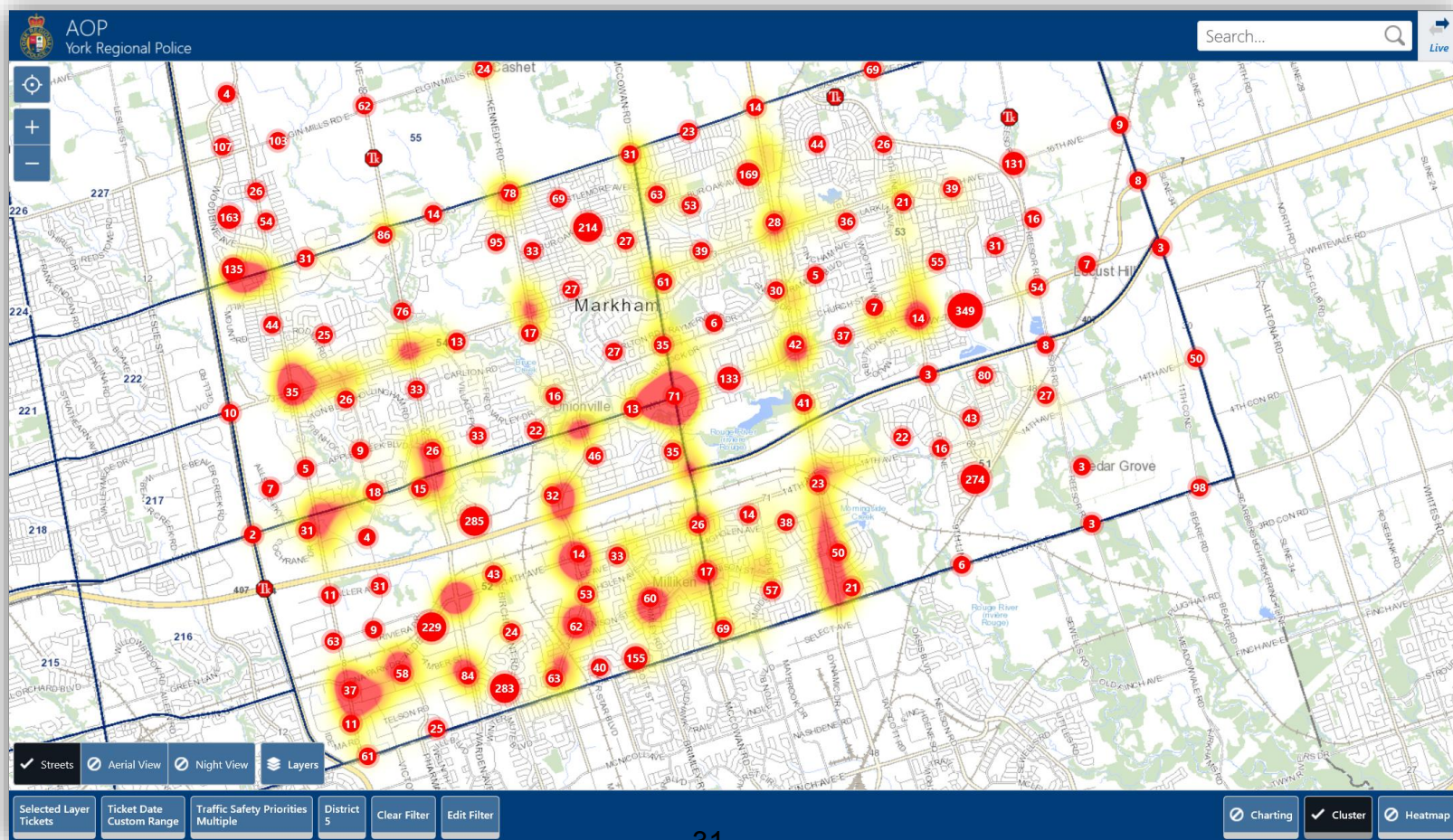


You can't improve what you don't measure



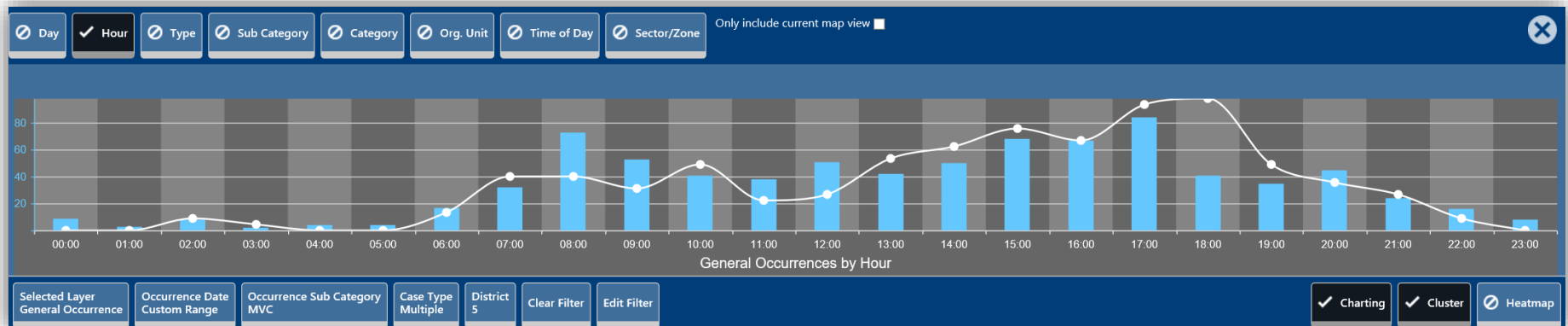
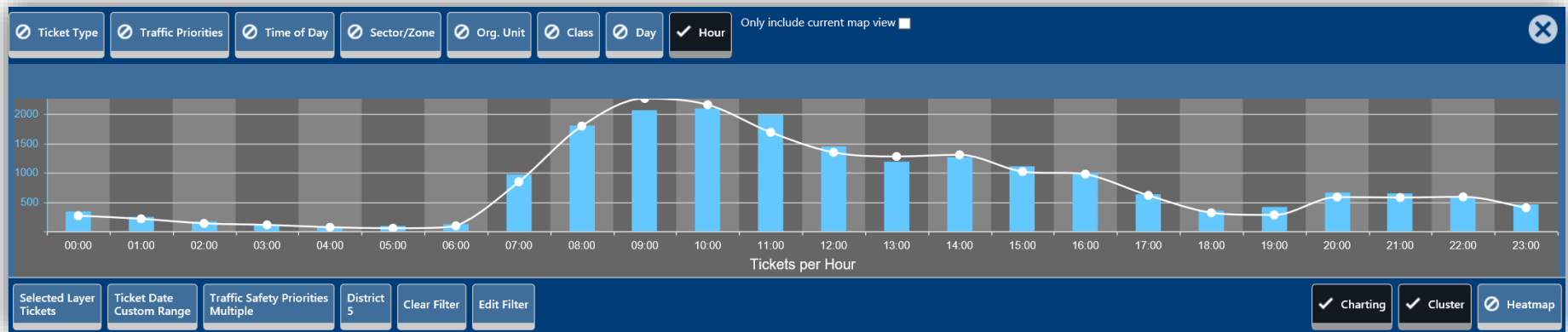
Traffic Safety Priorities Tickets

Personal Injury Collisions 1 year Comparison



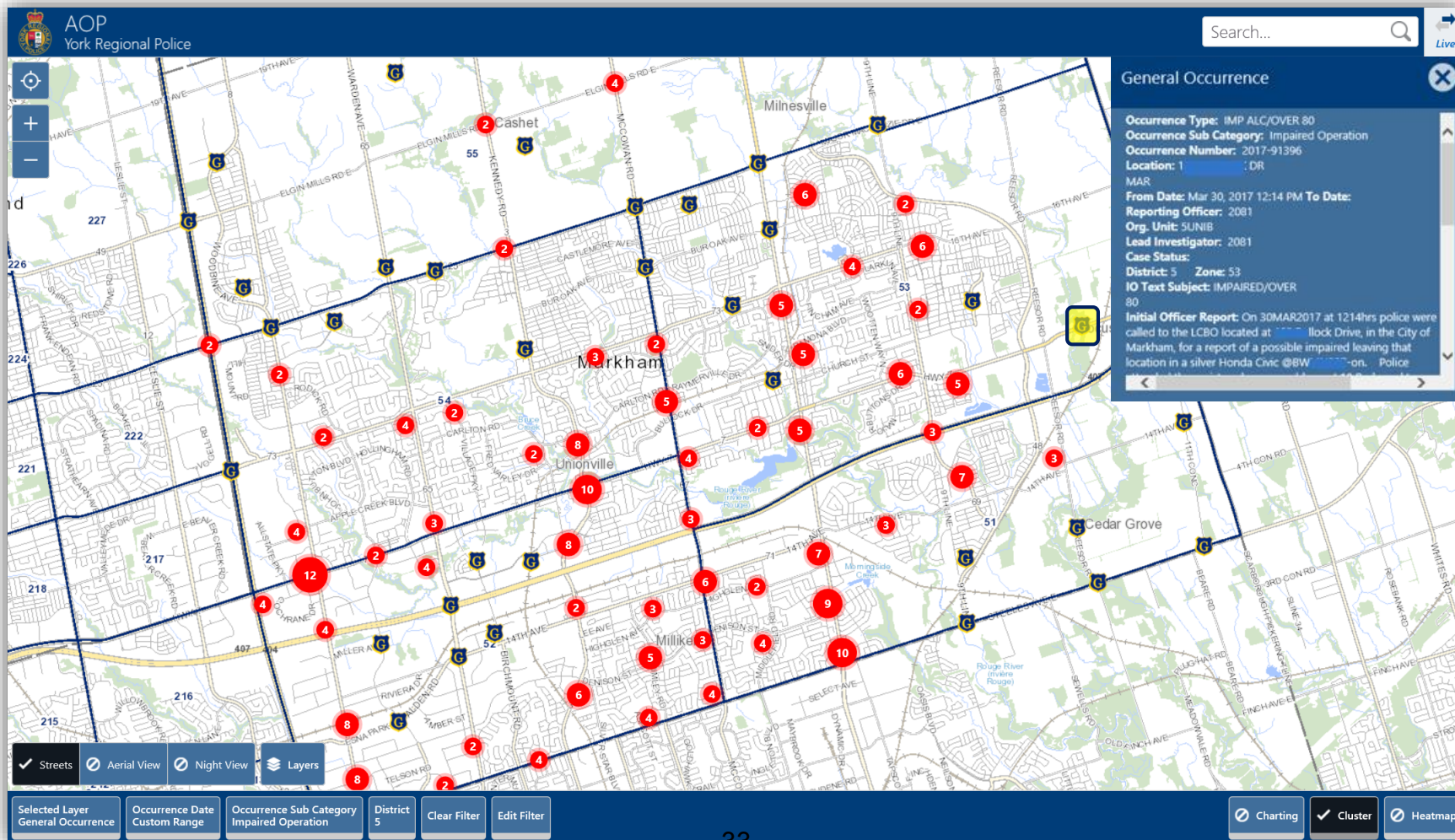


Traffic Safety Priorities Compared to Collisions





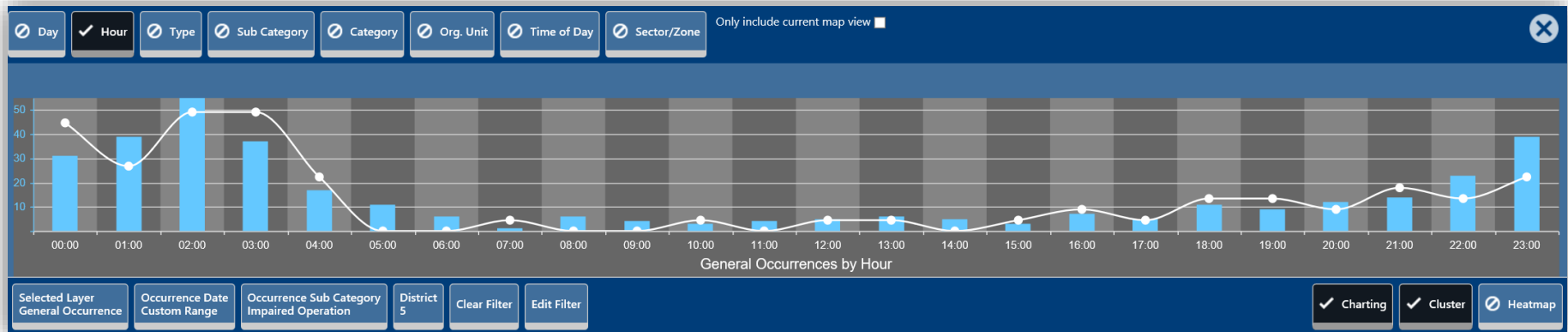
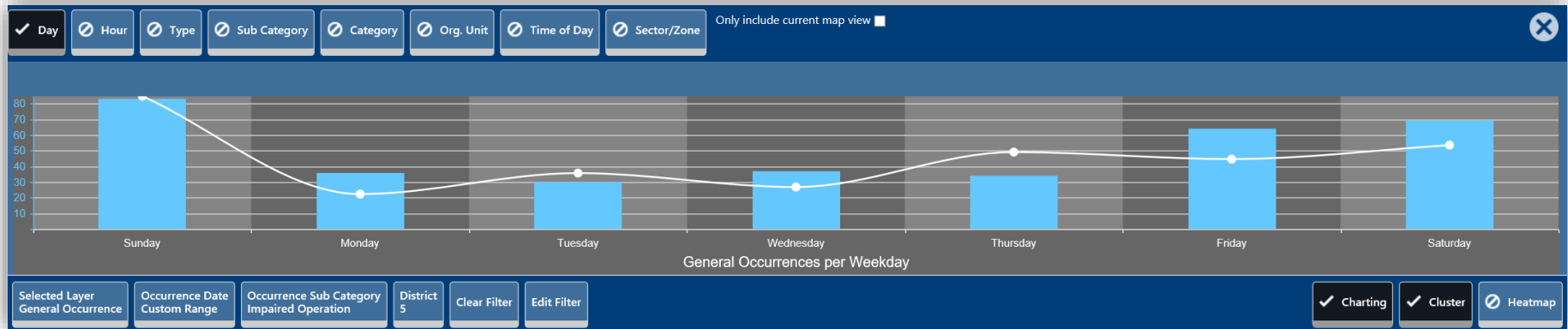
Impaired Occurrences (1 year)





Impaired Occurrences (1 year)

Day of Week / Time of Day



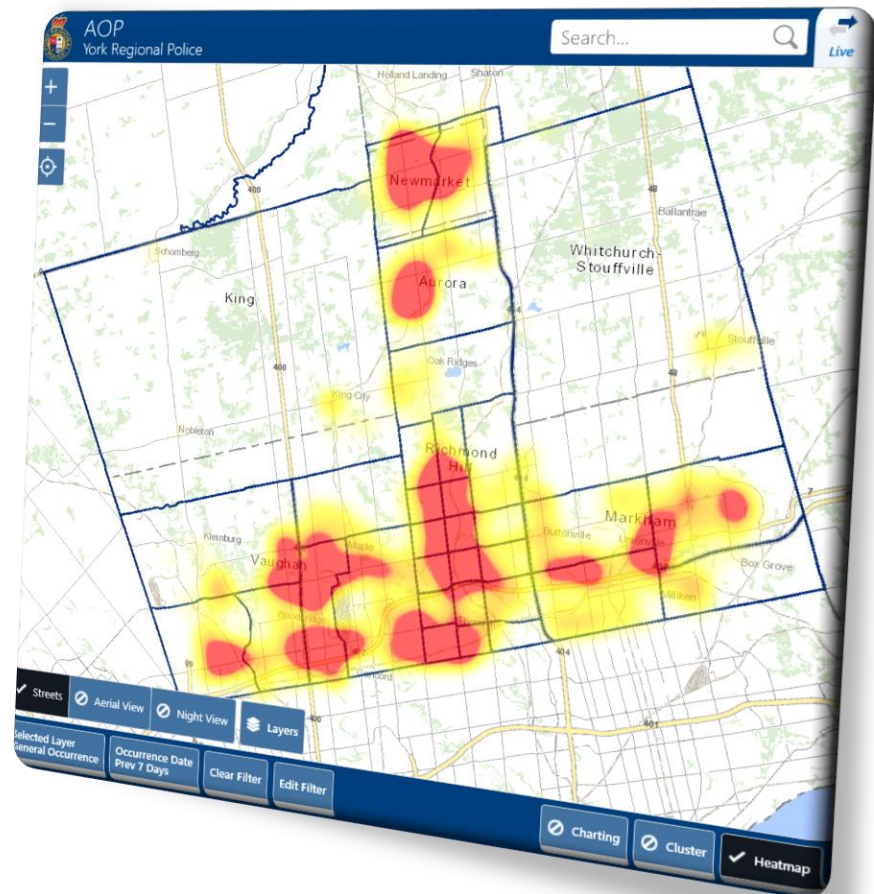


Crime Detection, Suppression & Prevention

Know Your Sector

Proactive Patrol

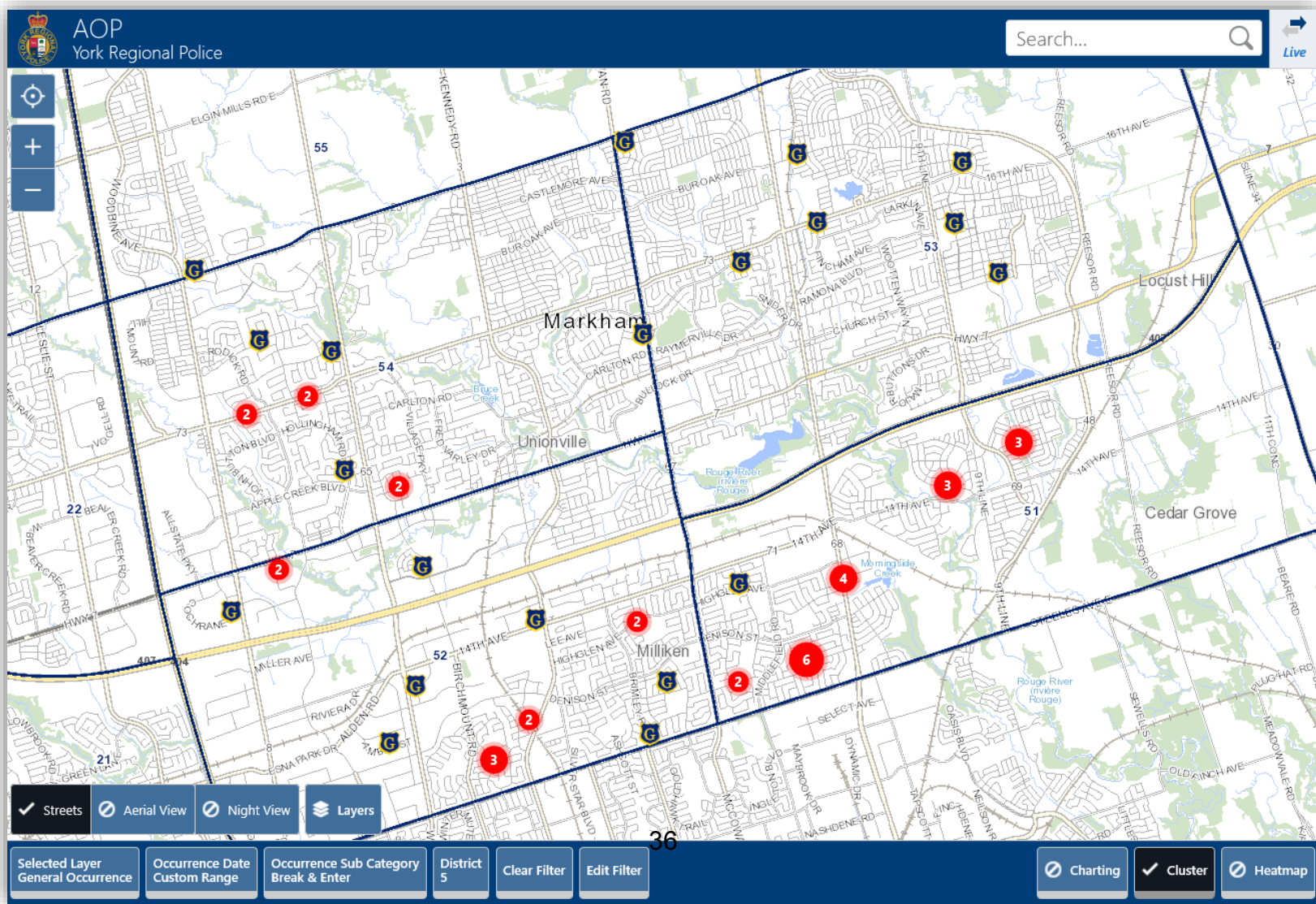
Community Engagement/Education



Effectiveness is doing the right things

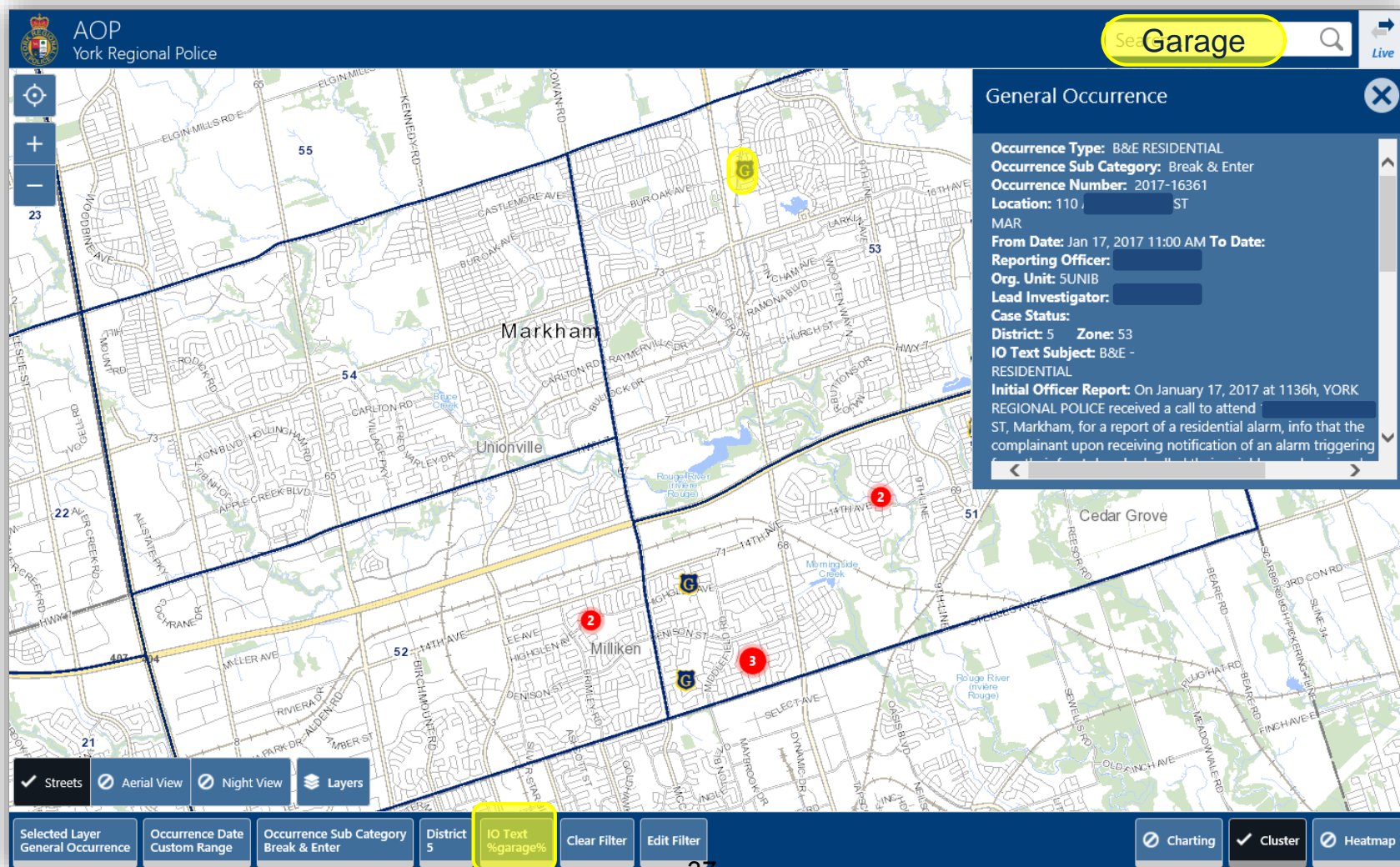


Break and Enters (45 days)





Break and Enters Involving Garages (45 Days)





Break and Enters Charted (45 days)

Day of Week & Time of day



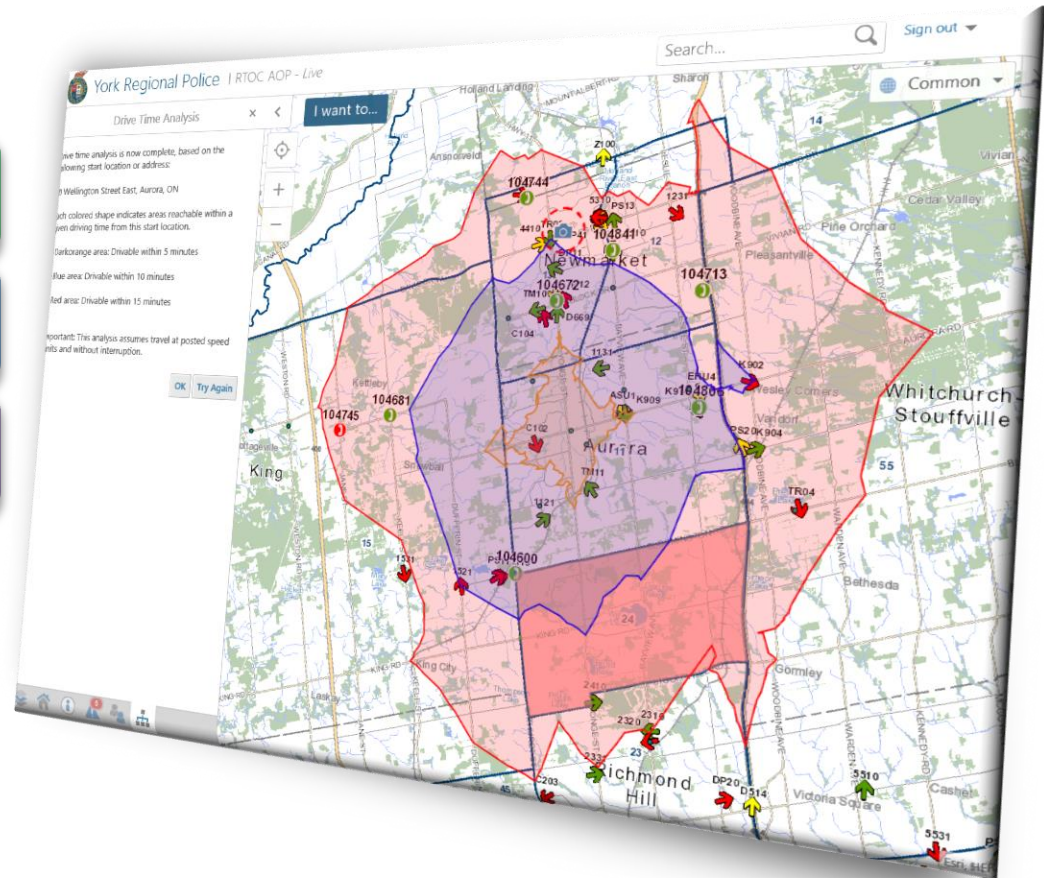


AOP - Real Time Operations Centre

Improve Situational Awareness

Regional Resource Management

Collaboration





RTOC Strategic Resource Deployment

Alerts

- Multiple Units Assigned
- Priority Calls
- Low police presence

York Regional Police | RTOC AOP - Live

Alerts

Multiple Units Assigned

Address: 31
Call Type: SUSPICIOUS PERSON
Call Number: 90740 Priority: 3
Remarks: COMP REPORTING 5-7 MLS DRESSED IN ALL BLK WALKING SLOWLY IN AREA. LOOKING AND STOPPING IFO HOMES. ALL APPROX LATE TEENS. NO WEAPONS. ALL ON FOOT. L/S 5 MIN AGO EAST ON FIFTH. ONE SHORT AND STALKY. THE REST ALL ABOUT THE SAME HEIGHT.
Units Assigned: 4
Occurred: 3/29/2017 9:08:04 PM

3/29/2017

Priority Call

Address: 355
Call Type: DOMESTIC VIOLENCE
Call Number: 90745 Priority: 1
Remarks: COMP YELLING THAT HER SON IS VIOLENT.
Occurred: 3/29/2017 9:07:00 PM

3/29/2017

Priority Call

Address: I
Call Type: IMPAIRED
Call Number: 90744 Priority: 2
Remarks: COMP FOWLOWING PONTIAC G6 @C
Occurred: 3/29/2017 9:05:40 PM

3/29/2017

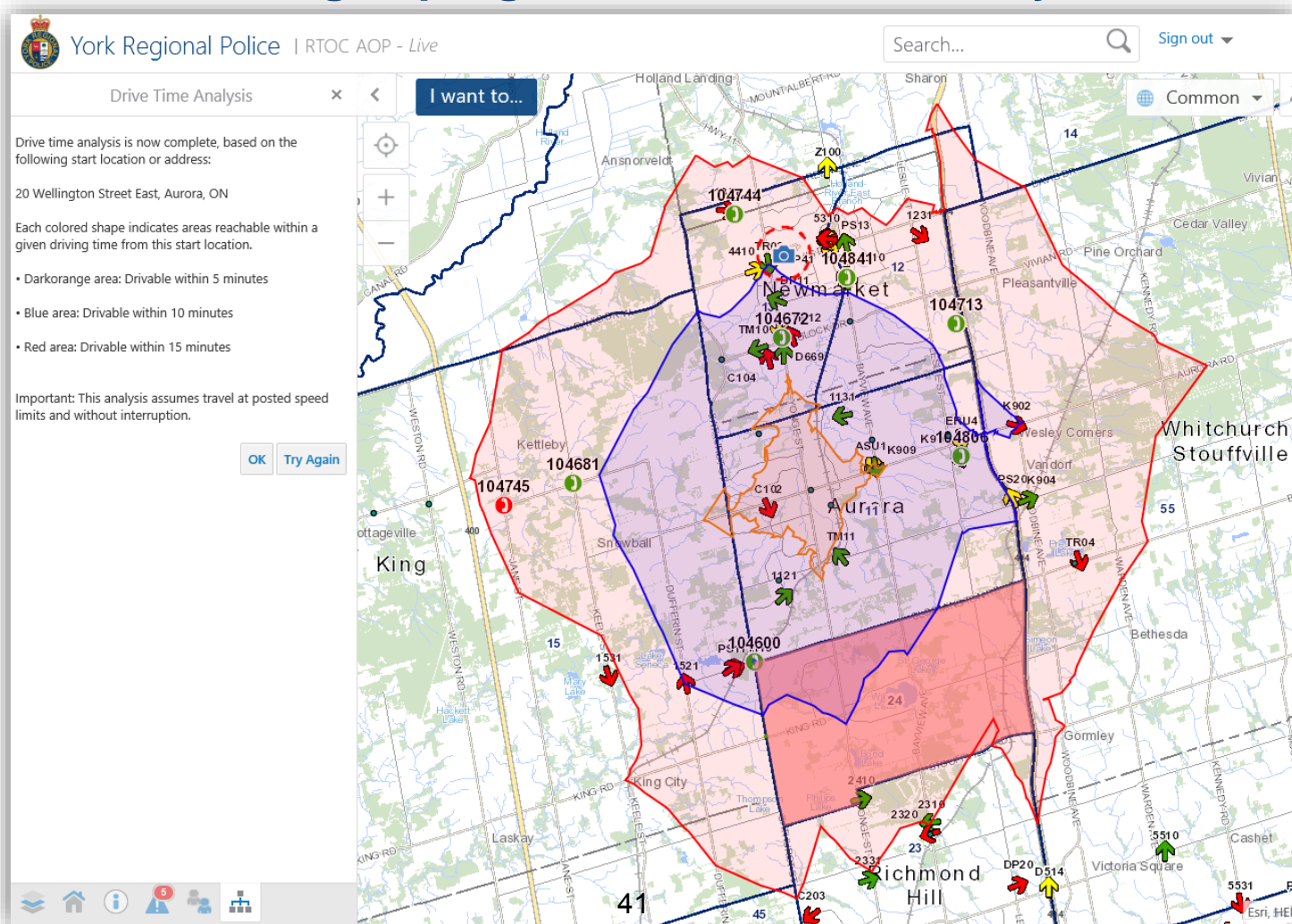
Priority Call

Address: 17 W
Call Type: MISSING VULNERABLE PERSON
Call Number: 90743 Priority: 2
Remarks: INFO FROM #1217 - COMP IS ENR TO 2D TO REPT!
201.F/ - MISSV IS EDP AND RAN OFF FOUR HOUR AGO FROM MACKENZIE HEALTH - ETA FOR COMP IS 5MIN FROM 2D - NFI UNTIL MOM ARRIVES
Occurred: 3/29/2017 9:03:20 PM

40



Real Time Operation Centre (RTOC) Shooting in progress – Drive Time Analysis





Scenario – Violent Crime in Progress

A green rectangular button with rounded corners and a slight 3D effect, featuring a grey circular shadow on the left side.

Drive Time Analysis

A blue rectangular button with rounded corners and a slight 3D effect, featuring a grey circular shadow on the left side.

Live Traffic Cameras

A purple rectangular button with rounded corners and a slight 3D effect, featuring a grey circular shadow on the left side.

Collaboration



Project CLEAR

Critical

Locations


Emergency

Action

Response

If you fail to plan, you plan to fail





AOP
York Regional Police

Upper Canada Mall

2 of 2

Upper Canada Mall

Upper Canada Mall

Contact: [REDACTED]

Address: 17600 Yonge Street, Newmarket

Phone Number: 905-[REDACTED]

Email: [REDACTED]

[uppercanadamall_datasheet.pdf](#)

[uppercanadamall_floorplans.pdf](#)

To update this information please contact clear@yrp.ca

☒ Streets

☐ Aerial View

☐ Night View

Selected Layer
General Occurrence

Occurrence Date
Prev 24 Hours

Clear Filter

Edit Filter



KIOSKS

UNIT	TENANT NAME	SQ.FT.
C24	KODAK	134
F028	VIRGIN MOBILE	116
K024	VIVANT	200
K024	TIMOTHY'S COFFEE	512
TK1	WOW MOBILE	
TK3	WIND MOBILE	

SPORTCHEK

HUDSON'S BAY

MAJOR1 7040 THE DAY

MAJOR2 7040 THE DAY

MAJOR3 7040 THE DAY

MAJOR4 7040 THE DAY

MAJOR5 7040 THE DAY

MAJOR6 7040 THE DAY

MAJOR7 7040 THE DAY

MAJOR8 7040 THE DAY

MAJOR9 7040 THE DAY

MAJOR10 7040 THE DAY

MAJOR11 7040 THE DAY

MAJOR12 7040 THE DAY

MAJOR13 7040 THE DAY

MAJOR14 7040 THE DAY

MAJOR15 7040 THE DAY

MAJOR16 7040 THE DAY

MAJOR17 7040 THE DAY

MAJOR18 7040 THE DAY

MAJOR19 7040 THE DAY

MAJOR20 7040 THE DAY

MAJOR21 7040 THE DAY

MAJOR22 7040 THE DAY

MAJOR23 7040 THE DAY

MAJOR24 7040 THE DAY

MAJOR25 7040 THE DAY

MAJOR26 7040 THE DAY

MAJOR27 7040 THE DAY

MAJOR28 7040 THE DAY

MAJOR29 7040 THE DAY

MAJOR30 7040 THE DAY

MAJOR31 7040 THE DAY

MAJOR32 7040 THE DAY

MAJOR33 7040 THE DAY

MAJOR34 7040 THE DAY

MAJOR35 7040 THE DAY

MAJOR36 7040 THE DAY

MAJOR37 7040 THE DAY

MAJOR38 7040 THE DAY

MAJOR39 7040 THE DAY

MAJOR40 7040 THE DAY

MAJOR41 7040 THE DAY

MAJOR42 7040 THE DAY

MAJOR43 7040 THE DAY

MAJOR44 7040 THE DAY

MAJOR45 7040 THE DAY

MAJOR46 7040 THE DAY

MAJOR47 7040 THE DAY

MAJOR48 7040 THE DAY

MAJOR49 7040 THE DAY

MAJOR50 7040 THE DAY

MAJOR51 7040 THE DAY

MAJOR52 7040 THE DAY

MAJOR53 7040 THE DAY

MAJOR54 7040 THE DAY

MAJOR55 7040 THE DAY

MAJOR56 7040 THE DAY

MAJOR57 7040 THE DAY

MAJOR58 7040 THE DAY

MAJOR59 7040 THE DAY

MAJOR60 7040 THE DAY

MAJOR61 7040 THE DAY

MAJOR62 7040 THE DAY

MAJOR63 7040 THE DAY

MAJOR64 7040 THE DAY

MAJOR65 7040 THE DAY

MAJOR66 7040 THE DAY

MAJOR67 7040 THE DAY

MAJOR68 7040 THE DAY

MAJOR69 7040 THE DAY

MAJOR70 7040 THE DAY

MAJOR71 7040 THE DAY

MAJOR72 7040 THE DAY

MAJOR73 7040 THE DAY

MAJOR74 7040 THE DAY

MAJOR75 7040 THE DAY

MAJOR76 7040 THE DAY

MAJOR77 7040 THE DAY

MAJOR78 7040 THE DAY

MAJOR79 7040 THE DAY

MAJOR80 7040 THE DAY

MAJOR81 7040 THE DAY

MAJOR82 7040 THE DAY

MAJOR83 7040 THE DAY

MAJOR84 7040 THE DAY

MAJOR85 7040 THE DAY

MAJOR86 7040 THE DAY

MAJOR87 7040 THE DAY

MAJOR88 7040 THE DAY

MAJOR89 7040 THE DAY

MAJOR90 7040 THE DAY

MAJOR91 7040 THE DAY

MAJOR92 7040 THE DAY

MAJOR93 7040 THE DAY

MAJOR94 7040 THE DAY

MAJOR95 7040 THE DAY

MAJOR96 7040 THE DAY

MAJOR97 7040 THE DAY

MAJOR98 7040 THE DAY

MAJOR99 7040 THE DAY

MAJOR100 7040 THE DAY

MAJOR101 7040 THE DAY

MAJOR102 7040 THE DAY

MAJOR103 7040 THE DAY

MAJOR104 7040 THE DAY

MAJOR105 7040 THE DAY

MAJOR106 7040 THE DAY

MAJOR107 7040 THE DAY

MAJOR108 7040 THE DAY

MAJOR109 7040 THE DAY

MAJOR110 7040 THE DAY

MAJOR111 7040 THE DAY

MAJOR112 7040 THE DAY

MAJOR113 7040 THE DAY

MAJOR114 7040 THE DAY

MAJOR115 7040 THE DAY

MAJOR116 7040 THE DAY

MAJOR117 7040 THE DAY

MAJOR118 7040 THE DAY

MAJOR119 7040 THE DAY

MAJOR120 7040 THE DAY

MAJOR121 7040 THE DAY

MAJOR122 7040 THE DAY

MAJOR123 7040 THE DAY

MAJOR124 7040 THE DAY

MAJOR125 7040 THE DAY

MAJOR126 7040 THE DAY

MAJOR127 7040 THE DAY

MAJOR128 7040 THE DAY

MAJOR129 7040 THE DAY

MAJOR130 7040 THE DAY

MAJOR131 7040 THE DAY

MAJOR132 7040 THE DAY

MAJOR133 7040 THE DAY

MAJOR134 7040 THE DAY

MAJOR135 7040 THE DAY

MAJOR136 7040 THE DAY

MAJOR137 7040 THE DAY

MAJOR138 7040 THE DAY

MAJOR139 7040 THE DAY

MAJOR140 7040 THE DAY

MAJOR141 7040 THE DAY

MAJOR142 7040 THE DAY

MAJOR143 7040 THE DAY

MAJOR144 7040 THE DAY

MAJOR145 7040 THE DAY

MAJOR146 7040 THE DAY

MAJOR147 7040 THE DAY

MAJOR148 7040 THE DAY

MAJOR149 7040 THE DAY

MAJOR150 7040 THE DAY

MAJOR151 7040 THE DAY

MAJOR152 7040 THE DAY

MAJOR153 7040 THE DAY

MAJOR154 7040 THE DAY

MAJOR155 7040 THE DAY

MAJOR156 7040 THE DAY

MAJOR157 7040 THE DAY

MAJOR158 7040 THE DAY

MAJOR159 7040 THE DAY

MAJOR160 7040 THE DAY

MAJOR161 7040 THE DAY

MAJOR162 7040 THE DAY

MAJOR163 7040 THE DAY

MAJOR164 7040 THE DAY

MAJOR165 7040 THE DAY

MAJOR166 7040 THE DAY

MAJOR167 7040 THE DAY

MAJOR168 7



Achieving our Goals

COMMUNITY FOCUS

To continue developing partnerships within the community focused on a shared sense of ownership for crime prevention and community safety

To maintain public trust and confidence through community engagement

SUPERIOR QUALITY SERVICE

To support the modernization of policing throughout the organization

Use existing and emerging technologies to achieve our strategic and operational objectives

OPERATIONAL EXCELLENCE

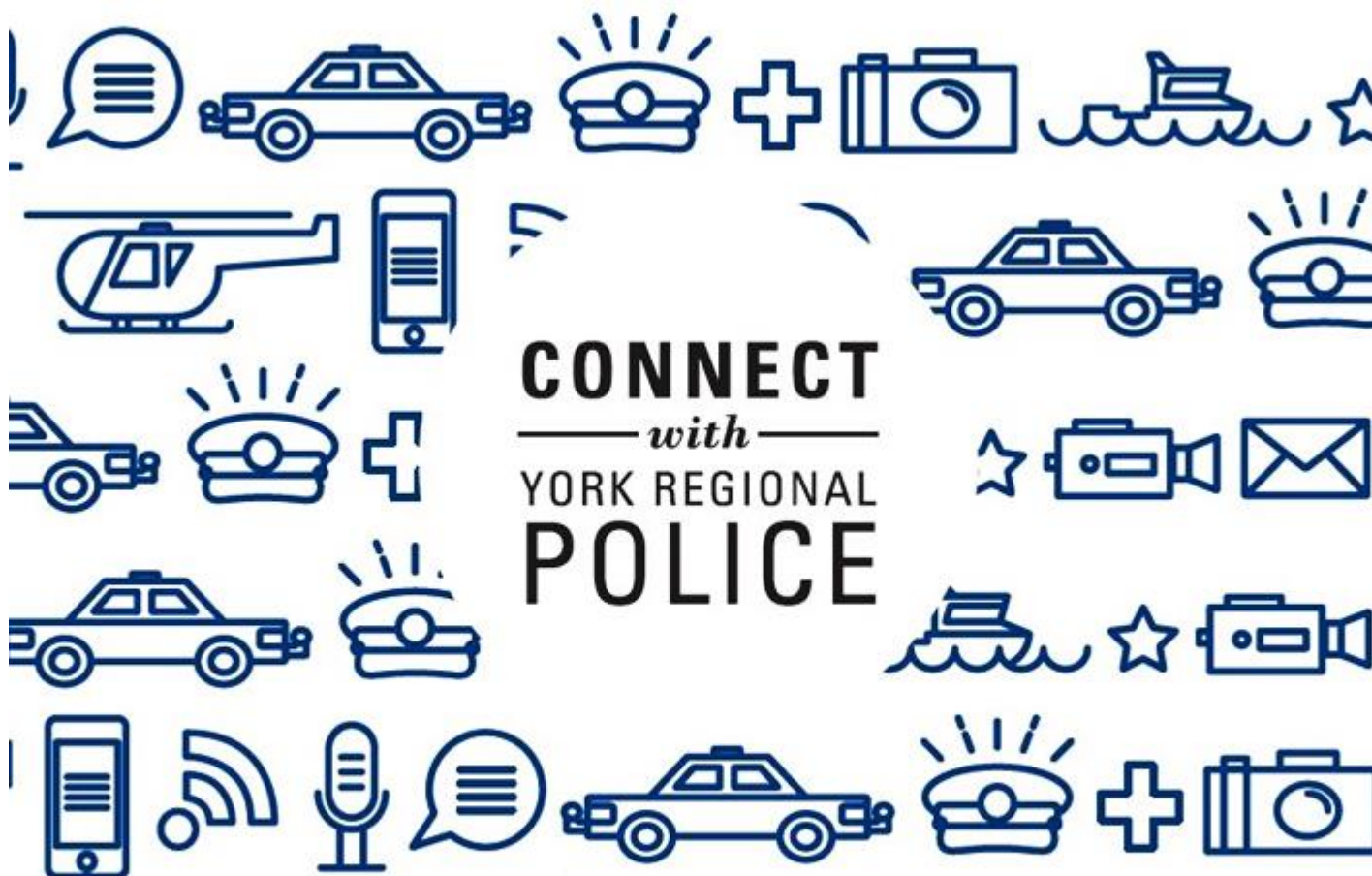
To enhance crime detection, suppression and enforcement activities through evidence-based decision making

To enhance organizational effectiveness and reinforce our high standard of professionalism



Thank you Questions?





Follow us on





ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS

111 Waterloo Street, Suite 610, London, ON, N6B 2M4

TEL. 1-519-659-0434

Seeking Your Help! – PSB Members

The Ontario Association of Police Service Boards' 2017 Spring Conference and AGM is being held from June 21-24, 2017 at the Blue Mountain Resort in Blue Mountain, Ontario. The theme for this year's conference is ***"Preparing For The New Police Services Act"***.

Each year our conference features engaging speakers addressing topical subjects. This year we've added a few more 'fun' activities, to help create a more enjoyable and memorable experience. Notably, golf is available on the premises, and we have an Elvis impersonator entertaining us one evening. During the conference, you will also have the opportunity to explore the beautiful scenery that Blue Mountain has to offer.

The program is shaping up to be really, really good this year – but we need your help!

Each year we rely on participation and sponsorship to help make the conference successful. We ask that your board (and zone) consider sponsoring the conference.

Please contact us at admin@oapsb.ca or 1-800-831-7727 to take advantage of one or more of these unique sponsorship opportunities listed below.

Respectfully,

A handwritten signature in black ink, reading 'Eli El Chantiry'.

Eli El-Chantiry
Director & President

A handwritten signature in black ink, reading 'Fred Kaustinen'.

Fred Kaustinen
Executive Director



2017 Spring Conference & Annual General Meeting

Member Sponsorship Opportunities

Diamond - \$10,000+

- Keynote Speaker Sponsor & Introducer
- Recognition in the conference program
- Recognition OAPSB website
- Letter of Appreciation

Platinum - \$5,000 to \$9,999

Only two opportunities left for OAPSB members!

- Keynote speaker sponsor or Elvis night sponsor
- Recognition in the conference program
- Recognition on the OAPSB website
- Letter of appreciation

Gold - \$2,000 to \$4,999

- Breakfast/Lunch Sponsor
- Recognition in the conference program
- Recognition on the OAPSB website
- Letter of appreciation

Silver - \$1,000 to \$1,999

- Coffee break sponsor
- Recognition in the conference program
- Recognition on the OAPSB website
- Letter of appreciation

Bronze – Up to \$999

- Recognition in the conference program
- Recognition on the OAPSB website
- Letter of appreciation

From: Susan Gorman [<mailto:susan.gorman@jerichoys.org>]
Sent: March-30-17 11:22 AM
To: Avellino, Mafalda
Subject: Trivia Night

Hi Mafalda, Mary Alison Cattanaach #395 who sits as a Director on our Board asked me to forward you our flyer. We are hosting our 3rd Annual Trivia Night.

This fundraiser helps us to raise funds to sustain our free After School and Recreation programs offered to children/youth in Georgina.

Your support is requested in either sending a team of 4 to participate and/or a donation towards our prize table.

Thank you for your time and any support you maybe able to lend.

Susan

Susan Gorman
Executive Director

P: 905.722.5540 | E: susan.gorman@jerichoys.org | W: www.jerichoyouthservices.org

1964 Metro Road, PO Box 991, Sutton, ON L0E 1R0



www.jerichoyouthservices.org
www.facebook.com/jerichoyouth
www.twitter.com/jerichoyouth
www.instagram.com/jericho_youth
www.pinterest.com/jerichoyouth

TRIVIA NIGHT

3rd Annual

Saturday, April 22, 2017 7:00 pm

The LINK

20849 Dalton Road, Sutton

Quiz Master: Mayor Margaret

Cash Bar

Tickets \$35

Prizes

BBQ Dinner by:



Hosted by:

jerichoyouthservices.org

55



**Ministry of Community Safety
and Correctional Services**

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3

Tel.: 416 314-3377
Fax: 416 314-4037

**Ministère de la Sécurité communautaire
et des Services correctionnels**

Division de la sécurité publique

25, rue Grosvenor
12^e étage
Toronto ON M7A 2H3

Tél.: 416 314-3377
Télééc.: 416 314-4037



MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: **Request for Feedback on Police Street Checks Public Awareness**

DATE OF ISSUE:	April 4, 2017
CLASSIFICATION:	For Action
RETENTION:	April 19, 2017
INDEX NO.:	17-0025
PRIORITY:	Normal

I am pleased to share with you the attached memo from Communications Branch Director Stuart McGetrick, dated March 31, 2017, requesting feedback on the ministry's public education campaign materials in relation to O. Reg. 58/16 Collection of Identifying Information in Certain Circumstances ("street checks").

All feedback must be submitted to MCSCS.Feedback@ontario.ca no later than April 19, 2017. Please see the attached memo for further details.

Thank you for your collaboration,

for Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Communications Branch

Direction des communications

25 Grosvenor Street
10th Floor
Toronto ON M7A 1Y6
Tel: 416-314-7868
Fax: 416-326-0498

25, rue Grosvenor
10^e étage
Toronto ON M7A 1Y6
Tél. : 416-314-7868
Télec. : 416-326-0498

DC-2017-45

FROM: Stuart McGetrick
Director, Communications Branch

DATE: MAR 31 2017

SUBJECT: Request for Feedback on Police Street Checks Public Awareness

On January 19, 2017, I wrote to you and shared the public awareness materials developed by the ministry in support of the new street checks regulation. These materials included web content, social media shareables and a printable poster and fact sheet.

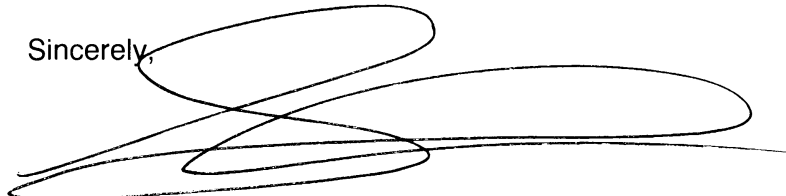
The products were designed to prevent confusion and help people understand what they can expect during police interactions under the new regulation. The products address when the regulation applies and when it does not, including that it does not apply to a driver who is the subject of a traffic stop.

I am now writing to ask for your feedback on these materials as well as to ask you for any overall insights you have about public awareness about the new regulation. Your feedback will help inform decisions about whether changes are needed to these products to ensure that they meet the objective of clearly communicating the changes in a way that members of the public can understand.

If you can also share any information about whether you used these products, and how, that would be greatly appreciated. I would be grateful for receiving any feedback you have by April 19, 2017.

I would like to thank you in advance for your assistance.

Sincerely,



Stuart McGetrick
Director, Communications Branch
Ministry of Community Safety and Correctional Services



WINDSOR POLICE SERVICE

P.O. BOX 60
WINDSOR, ON N9A 6J5
PH: (519) 255-6700
FAX: (519) 255-6191

AL FREDERICK
CHIEF OF POLICE

RICK DERUS
DEPUTY CHIEF, OPERATIONAL SUPPORT

VINCE POWER
DEPUTY CHIEF, OPERATIONS

Email: info@police.windsor.on.ca
Website: www.police.windsor.on.ca

April 4, 2017

In 1867 our Town Fathers passed Bylaw No. 98 appointing the first Chief Constable of Police and three townspeople as Constables laying the groundwork for what is today, the Windsor Police Service. To recognize this founding 150 years ago, Mayor Dilkens has officially proclaimed May 1-5, 2017 as "Windsor Police Service Week". A number of activities are planned to celebrate this milestone as outlined on the included poster. I would like to extend to you, a special invitation to attend all of our events.

We will kick-off the week on **Monday, May 1, 2017** with the **Annual Police Memorial and Appreciation Service** to be held at All Saints Church where we pay tribute not only to those who have served in law enforcement and are now deceased, but to acknowledge the significant daily contribution of all those involved in this great calling. Following the Service, you are invited to join us for a private light lunch and refreshments to be served at the church. An RSVP is requested if you plan to attend the luncheon; please indicate any dietary restrictions or accessibility requirements.

On **Tuesday, May 2, 2017** we will host a version of the "Police Field Day" that was held annually into the 1970's. It will begin with **Open Air Displays and Demonstrations** outside of Police Headquarters and run throughout the day and into the evening. At 4:30 pm our current members, retirees, and law enforcement partners will parade to Police Headquarters starting at the foot of Riverside and Ouellette Avenue, proceeding south on Ouellette, then heading east on Chatham Street finishing with remarks and an inspection in front of Windsor Police Headquarters. The day will culminate with a Community BBQ and birthday cake served on the east side of the Joint Justice Facility.

Delving into the archives of the Windsor Police Service has unearthed a bounty of memorabilia and artifacts from our history. Much of it will be on display at the Chimczuk Museum (on the site of the Art Gallery of Windsor) in a historical exhibit dedicated to us. The official opening of the **Windsor Police Service Historical Exhibit** will take place on **Wednesday, May 3, 2017** at 10:30 a.m., where it will remain for public viewing until June 30, 2017. Regular museum admission applies.

A highlight of this week-long sesquicentennial celebration will be the **150th Anniversary Fundraising Gala, Wednesday, May 3, 2017**. This black-tie optional event will provide us with an opportunity to gather with the community to reflect on our past and present achievements, and celebrate our future. The evening will incorporate the Annual 20 and 30 Year Service Awards, a historical video presentation, and the welcoming of our newest constables in a Badge Presentation Ceremony. Tickets are \$100 each or a table of 10 for \$900.

The beneficiaries from the proceeds of this anniversary gala celebration include The Constable John Atkinson Memorial Fund, The Children's Safety Village, Windsor-Essex Regional Youth Council and The Law Enforcement Torch Run for Special Olympics. These worthwhile charities provide invaluable services to children in our community and we are proud to support them.



The **Annual Troy Klyn Memorial Torch Run** will take place on **Thursday, May 4, 2017**, stepping off from Headquarters at 11:30 am. This year's run will be the mid-way point of the larger county-wide run where our law enforcement partners from Windsor and Essex County traverse from town-to-town in a day-long relay supporting the Law Enforcement Torch Run for Special Olympics. For a \$25 donation, you will receive a commemorative dry-fit shirt and post-run lunch.

The evening of **Thursday, May 4, 2017**, will feature a lecture by local historian Marty Gervais as he presents "**Stories from the Beat: One Hundred and Fifty Years of Policing along the Border**" at the University of Windsor. This is an open event that will provide an entertaining look at the past 150 years of the Windsor Police Service.

To wrap up the week I am pleased to invite you to the **Dedication Ceremony for the Senior Constable John Atkinson Memorial Tunnel** on **Friday, May 5, 2017, 11:00 am** at the St. Clair College Amphitheatre, 2000 Talbot Road West, Windsor. A luncheon reception will immediately follow the ceremony. Please RSVP to the luncheon.

Senior Constable John Atkinson was tragically murdered while on duty on May 5th, 2006. Each year, the Windsor Police Service marks the anniversary with a ceremony at our Headquarters. This year, the Ministry of Transportation will join us in honouring our fallen member by dedicating the tunnel located near the St. Clair College South Campus entrance in his name. Senior Constable Atkinson was a proud alumnus of St. Clair College so the location of the tunnel is particularly fitting.

This week-long celebration is our opportunity to show the pride we have in our vocation, our Service, and our City. I hope you will embrace the opportunity to celebrate those who have come before us, those who are here now, and the bright future ahead. To RSVP to any of the above events please contact info@police.windsor.on.ca or call Melanie Kish-Lewis at 519-971-7301 ext 221 no later than April 18, 2017.

Sincerely,



Al Frederick, Chief
Windsor Police Service

AF/aen
Enclosure



Celebrating our past, present, and future



Windsor Police Service **CELEBRATING 150 YEARS OF SERVICE**

— SCHEDULE OF EVENTS —

MONDAY, MAY 1

Police Memorial & Appreciation Service

11:30 am All Saints Church, 330 City Hall Square W.

TUESDAY, MAY 2

Open Air Displays & Demonstrations

Windsor Police Headquarters 9 am-2pm and 5-8 pm

WPS 150th Anniversary Parade & Inspection

4:30 pm - starts at Riverside and Ouellette, south on Ouellette, east on Chatham St to Windsor Police Headquarters for Inspection Ceremony & Remarks

Community BBQ Charles Clarke Square 5-7 pm

WEDNESDAY, MAY 3

Celebrating 150 Years - Anniversary Gala

6 pm at St. Clair College Centre for the Arts
For tickets contact info@police.windsor.on.ca

THURSDAY, MAY 4

Law Enforcement Torch Run for Special

Olympics Windsor Police Headquarters

11:30 am \$25 - t shirt and BBQ lunch

Windsor Police 150 Years of History Lecture

"Stories from the Beat: 150 Years of Policing along the Border" presented by Marty Gervais
University of Windsor – Faculty Of Law
Moot Court, 401 Sunset Ave. at 7 pm

FRIDAY, MAY 5

Dedication of the Senior Constable

John Atkinson Tunnel - 11 am

St. Clair College, 2000 Talbot Road West, Windsor

MAY 4 - JUNE 30, 2017 - OPEN TO THE PUBLIC

150 Years of Policing Memorabilia Exhibit

Chimczuk Museum, 410 Riverside Dr E., Windsor

Event schedule will be updated at police.windsor.on.ca

Follow Windsor Police on Facebook, Twitter and Instagram #WPS150

For info, contact info@police.windsor.on.ca or call 519-971-7301 ext 221

Celebrating our past, present, and future



Windsor Police Service **CELEBRATING 150 YEARS OF SERVICE**

— SCHEDULE OF EVENTS —

MONDAY, MAY 1

Police Memorial & Appreciation Service

11:30 am All Saints Church, 330 City Hall Square W.

TUESDAY, MAY 2

Open Air Displays & Demonstrations

Windsor Police Headquarters 9 am-2pm and 5-8 pm

WPS 150th Anniversary Parade & Inspection

4:30 pm - starts at Riverside and Ouellette, south on Ouellette, east on Chatham St to Windsor Police Headquarters for Inspection Ceremony & Remarks

Community BBQ Charles Clarke Square 5-7 pm

WEDNESDAY, MAY 3

Celebrating 150 Years - Anniversary Gala

6 pm at St. Clair College Centre for the Arts

For tickets contact info@police.windsor.on.ca

THURSDAY, MAY 4

Law Enforcement Torch Run for Special

Olympics Windsor Police Headquarters

11:30 am \$25 - t shirt and BBQ lunch

Windsor Police 150 Years of History Lecture

"Stories from the Beat: 150 Years of Policing along the Border" presented by Marty Gervais

University of Windsor – Faculty Of Law Moot Court, 401 Sunset Ave. at 7 pm

FRIDAY, MAY 5

Dedication of the Senior Constable

John Atkinson Tunnel - 11 am

St. Clair College, 2000 Talbot Road West, Windsor

MAY 4 - JUNE 30, 2017 - OPEN TO THE PUBLIC

150 Years of Policing Memorabilia Exhibit

Chimczuk Museum, 410 Riverside Dr E., Windsor

Event schedule will be updated at police.windsor.on.ca

Follow Windsor Police on Facebook, Twitter and Instagram #WPS150

For info, contact info@police.windsor.on.ca or call 519-971-7301 ext 221

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

APRIL 19, 2017

Volunteer of the Year Award

RECOMMENDATION

1. That the Board receive this report pursuant to Auxiliaries and Volunteers Board Policy No. 03/02 and present Peter Fleming with the Volunteer of the Year Award.

SYNOPSIS

This report identifies the recipient of the 2017 Volunteer of the Year Award.

FINANCIAL IMPLICATIONS

There are no financial implications.

BACKGROUND

The week of April 23, 2017 has been declared National Volunteer Week by the Government of Canada. National Volunteer Week was first proclaimed in 1943. This is a special time set aside in April each year to honour and recognize Canadians who donate time and energy to their fellow citizens. National Volunteer Week also raises awareness of the vital contributions volunteers make to our communities and our country.

York Regional Police is fortunate to have a cadre of dedicated volunteers who donate their time to a variety of groups including the Auxiliary Unit, Pipes and Drums, Male Chorus, Venturer Scouts, Rover Scouts, Project Lifesaver, Special Events, Youth Band and most recently 32 Military Police Cadets. Comprised of over 500 auxiliary officers and civilians, these individuals dedicate themselves to helping their fellow citizens and act as our ambassadors in the community.

In 2016, the dedicated volunteers of these groups contributed nearly 60,000 hours of community service. As a token of appreciation, York Regional Police recognizes our volunteers with an annual appreciation celebration event each year, as well as other informal means throughout the year. Volunteers have been recognized with event-specific thank you letters and being featured in internal publications.

In recognition of the contribution that volunteers make to our service and our community, a Volunteer of the Year award was introduced in 2005. This prestigious award is presented during the public session of the April Police Services Board meeting in or around National Volunteer Appreciation Week. Although York Regional Police recognizes the many people in our Region who donate their time and effort, one person in particular is honoured as Volunteer of the Year. This very special award is presented to a volunteer who has made a significant contribution to York Regional Police and the York Region Community.

The recipient of this year's award is someone who has lead by example and brings to life our motto of "Deeds Speak" - Peter Fleming, York Regional Police Pipes and Drums Band Member.

Peter Fleming

Established in 1989, the York Regional Police Pipes and Drums has been an integral part of the community engagement efforts undertaken by York Regional Police since its inception. The band has performed at numerous ceremonies and events in and around York Region, and has been a positive representative for our service. The continued success of the band can be directly attributed to the dedication and commitment of volunteers like Peter Fleming. Peter has been a charter member of the Pipes and Drums for over 27 years, serving in various roles and most significantly as the Pipe Major.

Peter retired from York Regional Police as a Sergeant in 2016. Throughout his career and post career he has been called upon to train, mentor and represent the York Regional Police Pipes and Drums at countless events, including the annual Canadian Police and Peace Officers Memorial, numerous public appearances, as well as Police Graduations. He has acted as Judge at numerous youth festivals and competitions of up and coming pipers.

Peter's long standing dedication and contribution to the band and his community, as well as his positive role both within and outside of York Regional Police, is truly deserving of this award.

The 2017 recipient of the Volunteer of the Year Award, Sergeant Peter Fleming (Retired), truly brings to life our motto of “Deeds Speak”.

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

EJ:gm

Accessible formats or communication supports are available upon request

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

APRIL 19, 2017

Award for Ballistic Soft Body Armour

RECOMMENDATIONS

1. That the Board authorize the award of the contract for the supply, delivery and disposal of ballistic soft body armour systems with Pacific Safety Products Inc. (PSP), as a cooperative purchase with the Ministry of Ontario, Minister of Community Safety and Correctional Services and the Ontario Provincial Police (OPP), Request for Proposal OPP-1057, for an annual cost of \$400,000, excluding H.S.T; and
2. That the Board approve the award for an initial three years with an option to renew for two additional one year terms, subject to satisfactory performance and the Chief's approval, for a total contract cost of \$2,006,812, if all options were exercised, excluding H.S.T.; and
3. That the Chief of Police be authorized to execute the contract, and any options to renew the contract, subject to the approval of The Regional Municipality of York's Regional Solicitor, or his or her designate, as to form and content.

SYNOPSIS

This report requests the Board's approval to award the contract for ballistic soft body armour to Pacific Safety Products Inc. (PSP) at an average annual cost of \$401,362 for a term of up to five years via a cooperative purchase through the Ministry of Ontario, Minister of Community Safety and Correctional Services and the Ontario Provincial Police (OPP), Request for Proposal OPP-1057. The Purchasing Bylaw No. 06-14 section 6.16 requires the Board's approval to award a contract that exceeds \$1,000,000.

FINANCIAL IMPLICATIONS

Funds in the amount of \$1,638,800 are included in the 2017 Operating Budget for uniform and personally issued equipment inclusive of \$361,300 for soft body armour. The funding for 2018 and renewal outlook periods will be included in the proposed 2018 Operating Budget and subject to the annual approval of the Board and Regional Council.

Under the terms of the agreement with PSP, pricing will remain firm for the first three years of the contract commencing on February 24, 2017, with an option to renew for an additional two, one year periods, under the same terms and conditions of the initial agreement, with price increases of 0.6% in year four and 0.5% in year five.

BACKGROUND

The Police Service Guidelines require that soft body armour equipment is purchased from manufacturers whose products are listed on the National Institute of Justice (NIJ) Compliant Products list and are able to provide the level of protection required by meeting the NIJ most current requirements on Ballistic Body Armour (NIJ Standard 0101.06 Ballistic Resistance of Body Armour) at a minimum Threat Level Type II for the lightest weight at the best price. The NIJ standard establishes minimum performance requirements and test methods for the ballistic resistance of personal body armour designed to protect the torso against gunfire. The Ontario Policing Standards Manual for body armour equipment states that personal soft body armour, ballistic protection, shall be provided to appropriate members of Police Services.

A Request for Proposal was issued by the Minister of Community Safety and Correctional Services and the Ontario Provincial Police (OPP) on November 7, 2016 and closed on January 6, 2017, including a participation clause for "Province of Ontario Police Service or POPS" that includes any Police Service within the Province of Ontario and First Nations Police Services within the Province of Ontario.

The OPP released a Request for Proposal (RFP) for armour panels up to a maximum weight of an areal density of .82 lbs. per sq. ft. Proponents were given an option to provide a separate Proposal for lighter armour panels which was the preferred outcome. Pacific Safety Products Inc. (PSP) provided two options, the first was the current system at .82 lbs. per sq. ft., and the second bid was a lighter armour panel with an areal density of 0.74 lbs. per sq. ft. The purpose of the proposal was to establish a five year contract for the lightest weight body armour, for the best price. York Regional Police has been participating in the OPP contract since 2008, and benefit from the volume discounts received through Ministry pricing.

Proposals were received from the following four Vendors on the closing date:

1. Central Lake Armor Express
2. MD Charlton Co. Ltd
3. Pacific Safety Products Incorporated, (PSP) (submitted 2 bids)
4. Survival Armor Inc.

Proposals received were evaluated in the following three stages:

Stage I

Proposals were reviewed by the Minister of Community Safety and Correctional Services procurement advisors to determine compliance with the mandatory submission requirements. The bids were then evaluated for “Other Mandatory Requirements” on a pass/fail basis. Two Proponents, MD Charlton Co. Ltd and Survival Armor Inc., were deemed non-compliant and rejected from further evaluation. Pacific Safety Products Inc. and Central Lake Armor Express Inc. met all the mandatory requirements and were eligible to move on to Stage II.

Stage II

The Technical Proposals were evaluated by the Ministry’s Evaluation Team. Each qualified proposal was analyzed and scored based on the technical information provided and samples received. Both Pacific Safety Products Inc. and Central Lake Armor Express Inc. exceeded the minimum thresholds in all categories and proceeded to Stage III of the Process.

Stage III

Stage III consisted of evaluation of the pricing. The pricing envelope of the compliant proposals were opened, and totalled. The two top scoring bids are both from PSP, Bid 1 is the same weight as our existing armour; Bid 2 is a lighter product. The scoring results, inclusive of price were as follows:

1. Pacific Safety Products Bid 1 – Total score out of 100 – 89.03
Pacific Safety Products Bid 2 – Total score out of 100 – 84.09
2. Central Lake Armour Express – Total Score out of 100 – 76.17

The cost of the complete armour set, front and back ballistic panels, internal and external carriers, for Bid 1 is \$677.47 while the same set with the lighter armour in Bid 2 is \$778.37, or a 13.6 percent additional cost. Bid 1, the highest scoring bid from Pacific Safety Products are the current panels that are worn by York Regional Police. Since both the highest scoring, and second highest scoring bids are from Pacific Safety Products, OPP have awarded Bid 2 at a cost of \$778.37 per set. Pricing for both Bid 1 and Bid 2 are shown below as follows:

Summary of soft body armour equipment options

	Bid 1	Bid 2
Equipment	Current System:82 lbs./sq. ft.	Light Armour- .74 lbs./sq. ft.
Pacific Safety Products Inc.	\$677.47	\$778.37

Pacific Safety Products have agreed to continue providing the current system (Bid 1) to the Police Cooperative Purchasing Group, however, OPP will move forward with the lighter armour. Upon approval from the Board, the Purchasing Unit will continue to purchase the current system (Bid 1) and review the feasibility of lighter panels through the Clothing and Equipment Committee and Executive Command Team, with implementation no earlier than 2018.

The recommended award is based upon the Proponent selected via the cooperative purchase through the Ministry of Ontario, Minister of Community Safety and Correctional Services and the Ontario Provincial Police (OPP), Request for Proposal OPP-1057. The Purchasing Bylaw No. 06-14 section 6.16 requires the Board's approval for contracts that exceed \$1,000,000.

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

EJ:jm

Accessible formats or communication supports are available upon request.

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

APRIL 19, 2017

Award for Janitorial Services

RECOMMENDATIONS

1. That the Board authorize the award of the contract for Request for Proposal (P-17-02) for the provision of janitorial services at the Training facility to 1434378 Ontario Inc. o/a Commercial Cleaning Services, who submitted the highest scoring Proposal, which represents the best value to the Board, for an annual cost of \$75,077, excluding H.S.T.; and
2. That the Board approve the award of an initial one year term with an option to renew for two additional two year terms, subject to satisfactory performance and the Chief's approval, for a total contract cost of \$375,387, if all options were exercised, excluding H.S.T.; and
3. That the Chief of Police be authorized to execute the contract, and exercise any options to renew the contract, subject to the approval of The Regional Municipality of York's Regional Solicitor, or his or her designate, as to form and content.

SYNOPSIS

This report requests the Board's approval to award the contract for the provision of janitorial services at the Training facility to 1434378 Ontario Inc. o/a Commercial Cleaning Services, including a one year initial term of \$75,077 and subsequent options that average \$75,077 annually. The award is based upon the Proponent that achieved the highest scoring Proposal primarily due to comparatively higher technical scores, however, the recommended Proponent exceeded the lowest cost by 12.5 percent for each year of the contract. The Purchasing Bylaw

No. 06-14 section 6.16 requires the Board's approval to award a contract if it is recommended that the award of the contract is not made to the bidder submitting the highest scoring bid at the lowest total cost.

FINANCIAL IMPLICATIONS

Funds in the amount of \$1,102,000 are included in the 2017 Operating Budget for office cleaning contracts including \$111,700 for the Training facility. The funding for 2018 and renewal outlook periods will be included in the proposed 2018 Operating Budget and subject to the annual approval of the Board and Regional Council.

BACKGROUND

On February 10, 2017, York Regional Police Purchasing Unit released a Request for Proposal (RFP) for Janitorial Services at York Regional Police Training Building, 70 Bales Drive East, East Gwillimbury. The RFP was advertised electronically on the Bids and Tender website and Biddingo on February 10, 2017. The RFP was picked up by 20 vendors and at the time of closing, on March 1, 2017, ten Proponents elected to submit a Proposal.

List of Proponents that picked-up the RFP and submitted a Proposal

	Proponents
1.	1434378 Ontario Inc. o/a Commercial Cleaning Services, 151 Cushman Road, St. Catharines, ON
2.	Cheema Cleaning Services Ltd., 12366 Airport Road, Caledon, ON
3.	Corporate Image Facilities Services Ltd., 2-16 Community Avenue, Stoney Creek, ON
4.	Dean Clean Services Inc., 920 Denison Street, Unit #10, Markham, ON
5.	Kleenway Building Maintenance Services, 955 Wilson Avenue #18, Toronto, ON
6.	Servicemaster Clean of Aurora/Newmarket, 56 Carlinds Drive, Whitby, ON
7.	SQM Janitorial Services Inc., 14-1031 Meyerside Drive, Mississauga, ON
8.	Super Clean Building Maintenance Inc., 90 Kennedy Road South, Suite 2C, Brampton, ON
9.	Supershine/Oakdale Janitorial Services Limited, 21&22-4161 Sladeview Crescent, Mississauga, ON
10.	Wynford Services, 95 Royal Crest Court, Unit 14, Markham, ON

The Evaluation Committee included representation from Capital Projects & Facilities, Training and Education Bureau and Financial Services. The goal of the evaluation committee was to reach a consensus and recommend a Proponent that will meet the service requirements and offer best value. The Evaluation Committee members were as follows:

1. Maria Ahrens #682 – Inspector, Training and Education Bureau;
2. John Tsiampouris #5761 – Senior Building Operator, Capital Projects & Facilities Management;

3. Lynane Newton #5693, Facilities Coordinator, Capital Projects & Facilities Management;
4. Jeff Channell #5460 – Manager of Financial Services (Evaluation of Financials); and
5. Cam Menna #5673 – Buyer, Financial Services, Purchasing Unit (Facilitator).

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

First Stage - Technical Proposals – 70 points

The Evaluation Committee established the weighting breakdown prior to the release of the RFP document. Upon closing of the RFP document, each member of the Evaluation Committee was provided a copy of each Proponent's Technical Proposal to score and evaluate. The Technical Proposal submissions were scored out of 70 possible points and only Proponents receiving a minimum technical score of 42 points progressed to the second stage.

The following criteria were used in evaluating the Technical Proposal:

Qualifications and Experience – 30 points

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

Service Deliverables – 35 points

- Proposed start-up plan, which includes implementation time table, contingencies and staffing issues;
- Proposed contingency plans for staffing during the Contract to ensure continuity of services in case of vacations, sick days and other employee shortages;
- Information on the company's historical staffing stability and turnover rates;
- Types, methods and frequency of training programs regarding technical, health & safety, customer service and other issues related to the deliverables;
- Proponent's Health and Safety policy;
- Value-added products and services which would enhance the work at no additional cost; and
- Proponent's environmental (Green) policy.

Submission – 5 points

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

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

First Stage - Technical Proposals Scoring Chart

Proponent	Technical Score (out of 70)
1434378 Ontario Inc. o/a Commercial Cleaning Services	54.8
Servicemaster Clean of Aurora/Newmarket	47.5
Kleenway Building Maintenance Services	46.3
Dean Clean Services Inc.	43.8
Corporate Image Facilities Services Ltd.	38.5
Cheema Cleaning Services Ltd.	37.3
SQM Janitorial Services Inc.	35.8
Supershine/Oakdale Janitorial Services Limited	23.5
Super Clean Building Maintenance Inc.	21.3
Wynford Services	9.0

Corporate Image Facilities Services Ltd., Cheema Cleaning Services Ltd., SQM Janitorial Services Inc., Supershine/Oakdale Janitorial Services Limited, Super Clean Building Maintenance Inc. and Wynford Services failed to meet the minimum score of 42 points for the Technical Proposal, and were removed from further consideration.

Second Stage – Interview – 10 Points

Proponents that met the minimum score in the First Stage were invited for an interview. Proponents were required to achieve at least six points out of 10 points allocated to the Interview to have its Price Proposal opened and evaluated. Proponents that did not meet the minimum requirement were eliminated from further consideration.

The following chart depicts the combined results of the First and Second Stages.

Second Stage – Oral Presentation and Demonstration Scoring Chart

Proponent	Technical Score (out of 70)	Interview (out of 10)	Total Weighted Score After Second Stage (out of 80)
1434378 Ontario Inc. o/a Commercial Cleaning Services	54.8	9.0	63.8
Servicemaster Clean of Aurora/Newmarket	47.5	9.0	56.5
Dean Clean Services Inc.	43.8	9.0	52.8
Kleenway Building Maintenance Services	46.3	6.0	52.3

Third Stage – Price Proposal (20 points)

The Price Proposals for the Proponents that met the minimum score in the First and Second Stage were open and evaluated. The following chart depicts the Total Weight Score for the RFP.

Third Stage – Price Proposal Scoring Chart

Proponent	Total Weighted Score After Second Stage (out of 80)	Total Price (pre H.S.T.)	Pricing Score (out of 20)	Total Weighted Score (out of 100)
1434378 Ontario Inc. o/a Commercial Cleaning Services	63.8	\$75,077.30	17.8	81.6
Servicemaster Clean of Aurora/Newmarket	56.5	\$77,454.70	17.2	73.7
Dean Clean Services Inc.	52.8	\$66,738.00	20.0	72.8
Kleenway Building Maintenance Services	52.3	\$71,111.70	18.8	71.1

The recommended award is based upon the Proponent that achieved the highest scoring Proposal, primarily due to comparatively higher scores for qualifications, experience and service deliverables. However, the recommended Proponent exceeded the lowest cost Proponent by \$8,339.30 or 12.5 percent for each year of the contract. It is therefore recommended that 1434378 Ontario Inc. o/a Commercial Cleaning Services be awarded as the Proponent with the highest scoring Proposal which represents the best value to the Board.

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

EJ:cm

Accessible formats or communication supports are available upon request.

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

APRIL 19, 2017

**York Regional Police Post-Traumatic Stress Disorder
Prevention Plan**

RECOMMENDATIONS

1. That the Regional Municipality of York Police Services Board receive this report.
2. That the Regional Municipality of York Police Services Board submit the Post-Traumatic Stress Disorder Prevention Plan to the Ontario Ministry of Labour.

SYNOPSIS

This report advises that York Regional Police has followed the direction of the Ontario Ministry of Labour to complete a report of its Post-Traumatic Stress Disorder Prevention Plan. The plan will be submitted to the Ministry following the Board's perusal no later than April 23, 2017.

FINANCIAL IMPLICATIONS

Funding in the amount of \$2,168,300 is included in the 2017 Operating Budget for occupational health and safety inclusive of \$1,528,000 for wages related to the Manager, Psychologist and eight civilians and operating costs of \$640,300 primarily for the purchase of services related to external psychologists, employee assistance and for short-term sick leave management. The budget includes funding related to the prevention, intervention and return to work for members affected by PTSD as outlined in the report. In addition, the Collective Working Agreements provide for benefit entitlements for psychological services administered through Sunlife at a cost of approximately \$595,000 annually. The Peer Support Unit provides ongoing training to

members including the Road to Mental Readiness training that has an opportunity cost from members attending the training of an estimated \$245,000 annually. It is anticipated that future costs such as printing of mental health continuum cards and the development of the online screen tool will be found within the 2017 Operating Budget.

BACKGROUND

On December 15, 2016, a memorandum from Stephen Beckett, Assistant Deputy Minister from the Public Safety Division and Public Safety Training Division of the Ministry of Community Safety and Correctional Services was sent to all Police Services Boards and Chiefs as a reminder of their obligations under the *Ministry of Labour Act* (Appendix A).

In April 2016, Bill 163, known as *Supporting Ontario's First Responders Act* (Post-Traumatic Stress Disorder), was passed. This Act amended the *Workplace Safety and Insurance Act, 1997* (WSIA) and the *Ministry of Labour Act* to create a presumption that Post-Traumatic Stress Disorder (PTSD) diagnosed in first responders is work-related, with the goal of providing faster access to Workplace Safety and Insurance Board (WSIB) benefits and proper treatment. In response to this Act, the Ontario Ministry of Labour announced that all first responder organizations would be required to submit a Post-Traumatic Stress Disorder Prevention Plan (Appendix 1) detailing a comprehensive system of prevention, intervention and return to work related to this workplace health and safety issue.

York Regional Police is proud to have programs, services and policies in place that not only meet, but exceed the Ministry's requirements. York Regional Police's PTSD prevention plan serves to organize these elements into a detailed, accessible resource that provides all of our members with a valuable reference for navigating issues related to PTSD in the workplace. This prevention plan will be reviewed and revised as new programs are developed or new legislation is put in place.

The following provides information related to the prevention, intervention and return to work components of the PTSD prevention plan that are new to York Regional Police.

PREVENTION

Organizational PTSD Prevention Policy

York Regional Police will draft and disseminate an organization-wide PTSD prevention policy to articulate our vision and program for a safe and secure workplace that addresses the stigma associated with mental illnesses.

Organizational Anti-Stigma Policy

York Regional Police will update our existing Workplace Harassment and Discrimination policy to include specific language prohibiting stigmatizing comments or behaviours by York Regional Police members.

Orientation

The PTSD awareness and anti-stigma training, as well as the policies and procedures related to PTSD hazard recognition, reporting and interventions will be incorporated into the new member orientation program.

Mental Health Continuum Cards

Members will be provided with an insert for their standard issue notebooks that depicts the Mental Health Continuum Model and provides written contact information for mental health support services and providers to ensure that this information is accessible to members at all times.

INTERVENTION

Automated Early Identification System

York Regional Police will develop an automated early identification system for delivering targeted support and intervention to members who have been exposed to intense calls. Utilizing our integrated business intelligence platform, York Regional Police will build an automated system to track calls that place members at higher risk of exposure to traumatic stress, with weightings allocated to each call type based on research into PTSD in first responders. Supervisors and internal support staff will be alerted when a member's exposure to potentially traumatic calls exceeds a predetermined threshold. Outreach will be provided by the Peer Support Unit to provide education to the member on the signs and symptoms of PTSD and follow-up screening will be provided by a qualified mental health provider within one month of the alert.

Online Screening Tool

York Regional Police will develop an online screening tool for members to independently and confidentially assess their psychological health and wellbeing. The measure will be a brief symptom inventory designed to provide a rapid measure of a member's current mental health and to offer links to appropriate supports and resources based on their responses.

RETURN TO WORK

Coordination with Direct Supervisors

The Health & Wellness Supervisor will engage the returning member's direct supervisors to assist in developing an effective accommodation and return to work plan.

Education and Reference Documents

All supervisors will be provided with education on York Regional Police's return to work process, including all current Disability Management and Health & Wellness requirements, forms and procedures. Health & Wellness will provide all members with a clear and concise reference describing the responsibilities of each party involved in the return to work process and key information to help members and supervisors navigate the process effectively and efficiently.

The report outlining the details above is attached (Appendix B). It will be submitted to the Ministry no later than April 23, 2017.

EJ:kh
Attachment

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

Accessible formats or communication supports are available upon request.

**Ministry of Community Safety
and Correctional Services**

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3

Tel.: 416 314-3377
Fax: 416 314-4037

**Ministère de la Sécurité communautaire
et des Services correctionnels**

Division de la sécurité publique

25, rue Grosvenor
12^e étage
Toronto ON M7A 2H3

Tél.: 416 314-3377
Télééc.: 416 314-4037



Appendix A
Ontario

MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: *Supporting Ontario's First Responders Act, 2016*

DATE OF ISSUE:	December 15, 2016
CLASSIFICATION:	For Action
RETENTION:	April 23, 2017
INDEX NO.:	16-0071
PRIORITY:	Normal

This memo is being shared on behalf of the Ministry of Labour as a reminder to all Police Services Boards and Chiefs of their obligations under the *Ministry of Labour Act*.

The *Supporting Ontario's First Responders Act, 2016* came into force on April 6, 2016. This legislation is a key component of Ontario's strategy to address prevention of and resiliency to post-traumatic stress disorder (PTSD). The Act included amendments to the *Ministry of Labour Act* to allow the Minister of Labour to direct certain employers to provide the Minister with information about their plans to prevent PTSD and authorizes the Minister to publish any information collected.

Under this authority, the Minister of Labour directed all employers who employ workers to whom section 14 of the *Workplace Safety and Insurance Act, 1997* applies to provide the Minister with information on their workplace PTSD prevention plans no later than April 23, 2017. Please refer to the enclosed copy of the Notice of Direction, published in the April 23, 2016 Ontario Gazette Vol. 149-17 at pages 923-24. This direction was also communicated to all Ontario municipalities in April 2016 in the attached letter from the Minister of Labour.

You will find resources to help you build prevention plans and programs at
<http://www.firstrespondersfirst.ca/>.

Information about prevention plans must be submitted in an electronic word file to: ptsdprevention@ontario.ca. Where submission by this method is not possible, employers may mail information to: Ontario Ministry of Labour, 400 University Avenue, 14th Floor, Toronto, ON, M7A 1T7.

Should you have any questions with respect to legislative requirements, please contact Neil Salter, Manager, Workplace Insurance and Health and Safety Policy, Ministry of Labour, at (416) 325-4575 or neil.salter@ontario.ca.

A handwritten signature in black ink, appearing to read 'S. Beckett', with a stylized flourish at the end.

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division



PTSD Prevention Plan

This PTSD Prevention Plan has been developed to outline our approach to managing Post Traumatic Stress Disorder and other mental health concerns at the York Regional Police service (YRP). The goal of this plan is to take a holistic approach across prevention, intervention, and recovery and return to work.

Prepared By: Dr. Kyle Handley – Staff Psychologist

Date: March 24, 2017

Company Contact Information

York Regional Police Headquarters
47 Don Hillock Drive
Aurora, ON L4G 0S7
1-866-8-POLICE
1-866-876-5423
yrp.ca



CONTENTS

Introduction	1
Prevention Focus Area	1
Intervention Focus Areas	2
Recovery and Return to Work Focus Area	2
Goals and Objectives	2
Organizational Current State	2
Integration with Other Services	3
Overview of PTSD, Risk Factors, Signs and Symptoms	4
Causes	4
Risk Factors	4
Signs and Symptoms	4
Intrusive Memories	5
Avoidance	5
Hyper-arousal Symptoms	5
Legal Requirements	5
Notification of Injury/Illness	6
Organizational PTSD Policies and Procedures	6
Organizational PTSD Prevention Policy	6
Organizational Anti-Stigma Policy	7
Complaints Process	8
Incident Reporting	8
Intervention, Recovery, and Return to Work	8
Recognizing and Responding to Signs and Symptoms of PTSD	9
Roles and Responsibilities for Prevention, Intervention, Recovery and Return to Work	9
Senior Leadership Roles	9
Supervisors	10
Health and Safety Roles	10
Members	11



Health & Wellness Supervisor	11
Member Associations	11
Training	12
PTSD Awareness and Anti-Stigma Training	12
Road to Mental Readiness	12
Workplace Wellness	12
Mental Health First Aid	12
Mindfulness Training.....	13
Suicide Prevention and Awareness	13
Return to Work Coordination and Management	13
Orientation	13
Mental Health Continuum Cards	13
Post Exposure Education and Awareness	13
Training Roll-Out Plan.....	14
Training Documentation.....	14
Screening Protocols and Early Intervention	14
Screening Protocols	14
Project Safeguard	14
Automated Early Identification System	15
Online Screening Tool	16
Early Intervention Strategies	16
Responding to a Crisis and Accessing Treatment	16
Peer Support Unit	16
Critical Incident Stress Management	16
Staff Psychologist.....	16
Support Service Dog	17
Peer Support House.....	17
Employee Assistance Program	17
Member Benefits	17
Family Supports	17



Chaplaincy Service	18
Community Supports	18
Return to Work	18
Supervisor and Health & Wellness Staff Considerations.....	19
Providing Accommodation	19
Potential Accommodations	19
References	21



Introduction

The Senior Leadership of YRP is committed to addressing Post Traumatic Stress Disorder (PTSD) in our workplace. This prevention plan outlines a holistic approach to addressing PTSD and the focus of this plan is to detail YRP's compliance with the foundational elements described in the PTSD Framework below (Figure 1). Specifically, this plan highlights our prevention, intervention, and recovery and return to work policies and practices.

This is a living document which will be updated as our organization advances on our PTSD prevention journey.

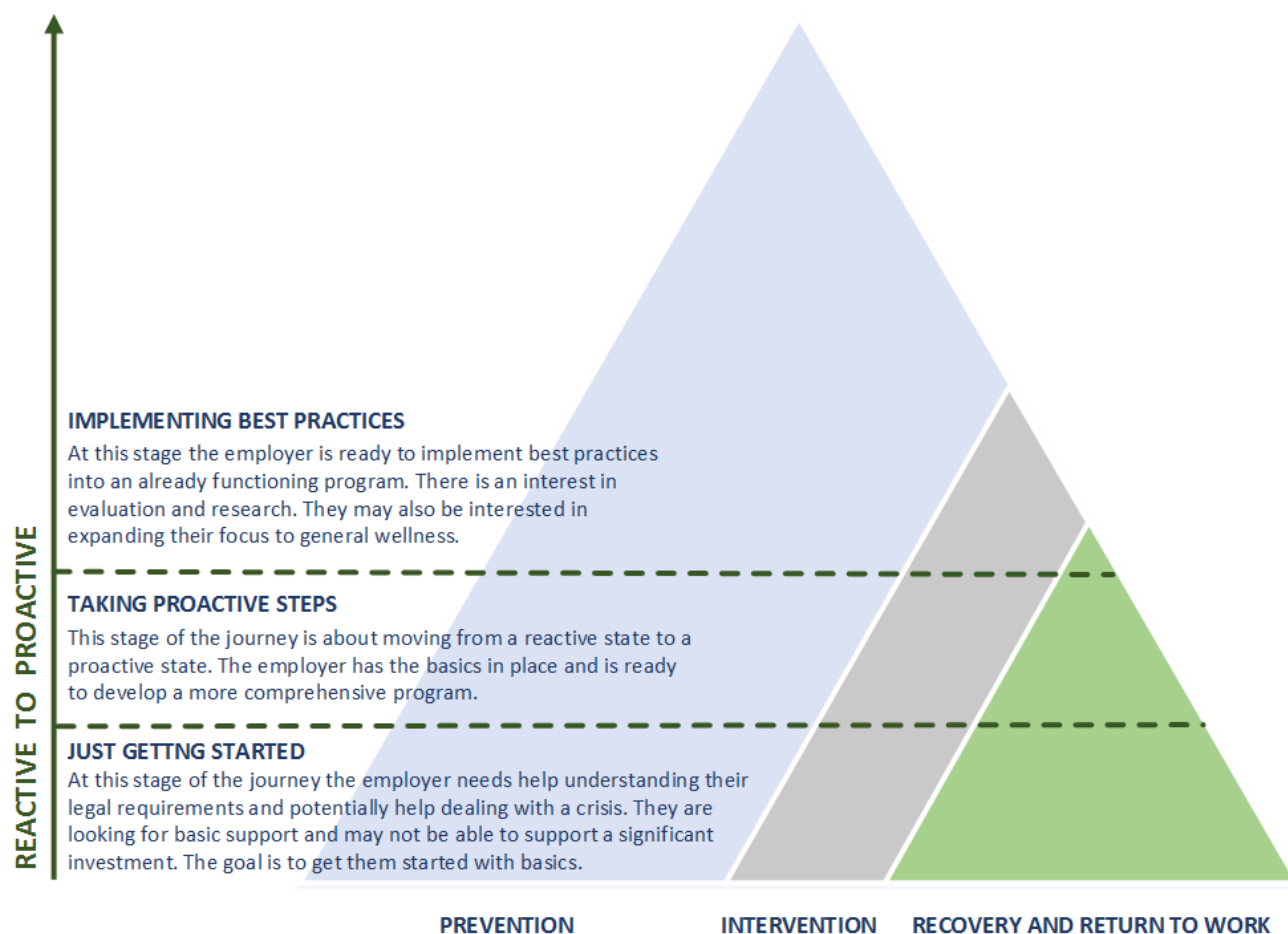


Figure 1: PTSD Framework

Prevention Focus Area

Prevention focuses on outlining the basic elements of occupational health and safety management such as understanding legal responsibilities, recognizing, assessing and controlling the hazard, developing policies and procedures, outlining roles and responsibilities and incident reporting procedures in an organization. The goal is to establish or integrate PTSD prevention



practices for the promotion of a healthy and safe workplace that actively works to prevent harm to a worker mental health.

Intervention Focus Areas

Intervention focuses on outlining actions that can be taken to improve a situation. This includes ensuring that workers know how to report psychological injuries when they occur and are supported in doing so. It also highlights intervention options that are evidence based and that can be utilized in organizations.

Recovery and Return to Work Focus Area

Recovery and Return to Work ensures that managers understand how to accommodate a worker who is suffering from PTSD and that there are clearly established roles and responsibilities for supporting workers through this process. Recovery and return to work is an important aspect of preventing future or further injury.

Goals and Objectives

The goal of the plan is to provide all senior leaders, supervisors, and members clarity on how YRP is addressing PTSD prevention, intervention, and recovery and return to work in our organization.

The specific objectives of the plan are to:

- Outline YRP's current state
- Define the legal requirements
- Explain how to identify and respond to PTSD injuries
- Establish roles and responsibilities within YRP
- Establish policies and procedures to support PTSD prevention in YRP
- State crisis intervention expectations and screening protocols
- Outline YRP's intervention practices and procedures so that all supervisors and members understand the available intervention options
- Review the duty to accommodate
- Provide examples of accommodations that may be utilized in YRP to support efficient and effective recovery and return to work

Organizational Current State

From 2007 to 2016, there were 462 reported incidents of exposure to traumatic stress among our members across 57 units, with 182 incidents reported in 2015 alone. The frequency with which our members are confronted with occupational stress reinforces YRP's duty to have a comprehensive and effective PTSD prevention plan in place.

YRP recognizes the value in approaching mental health in a holistic fashion and has developed programming, services, and trainings that reflect this philosophy. Over the past several years,



YRP has significantly improved its capacity to effectively identify, manage, and support those suffering from PTSD and other mental health concerns through the development of a number of internal resources such as the Peer Support unit, Project Safeguard, and York Beyond the Blue, as well as bringing on-board an in-house clinical psychologist and a support services dog.

YRP is also committed to ensuring that members are provided with the necessary training to combat stigma and respond to mental health issues in themselves and others through courses such as Road to Mental Readiness, Workplace Wellness, Mental Health First Aid, and many others.

Additionally, YRP acknowledges that effective support and recovery is built on the pillars of confidentiality, trust, and accessibility. To this end, YRP has invested in a dedicated Peer Support house that offers members a discrete, therapeutic environment where they can receive support and psychological services.

Though YRP is proud of the strides made to offer members high-quality mental health programming, services, and training, we acknowledge that continuous improvement is necessary to effectively meet the needs of our members. This PTSD prevention plan details our current practices as well as a few of our plans for the future, including our adoption of the voluntary standard for psychological health and safety in the workplace, and to reinforce our commitment to supporting the mental health and wellbeing of all our members. Though this is not the end of our journey, we hope that this plan represents a strong step towards embedding mental health into the foundation of our service.

Integration with Other Services

YRP values its close partnership with York Region and has developed a productive partnership to help us collectively address the challenges faced by our members. YRP and York Region have collaborated on the development of a joint leadership training program that incorporates mental health education into its curriculum, providing leaders in each organization with valuable skills related to creating a psychologically safe and healthy workplace.

YRP also works to foster and maintain strong, collaborative relationships with local mental health advocacy and service organizations to broaden the knowledge base and resources available to our members. YRP would like to recognize the following partners for their contributions to promoting the mental health and wellbeing of our membership:

- Canadian Mental Health Association (CMHA)
- Mental Health Commission of Canada (MHCC)
- Morneau Shepell
- Tema Conter Memorial Trust
- Wounded Warriors
- Ontario Psychological Association (OPA)
- Homewood Health Centre
- Centre for Addiction and Mental Health (CAMH)



Overview of PTSD, Risk Factors, Signs and Symptoms

PTSD can develop when someone experiences, sees or learns about an event involving actual or threatened death, serious injury, or sexual violence.

Causes

It is believed that PTSD is caused by a complex mix of:

- Life experiences, including the amount and severity of trauma you have experienced since early childhood.
- The way your brain regulates the chemicals and hormones your body releases in response to stress.
- Inherited mental health risks such as an increased risk of anxiety or depression and inherited aspects of your personality or temperament.

Risk Factors

- Having a job that increases your risk of being exposed to traumatic events, such as first responders, corrections and military personnel.
- Experiencing intense or long-lasting trauma.
- Feeling horror, helplessness or extreme fear.
- Seeing people get killed or hurt.
- Having experienced other trauma earlier in life, including childhood abuse/ or neglect.
- Having other mental health problems such as anxiety or depression.
- Lacking a good support system of family and friends.
- Dealing with extra stress after the event, such as loss of a loved one, pain and injury, or loss of a job or home.
- Having biological (blood) relatives with mental health problems including PTSD or depression.

PTSD can increase the risk of other mental health problems such as:

- Depression and anxiety,
- Issues with drugs or alcohol use,
- Suicidal thoughts and actions.

Signs and Symptoms

Symptoms may start within 3 months of the event but can sometimes not appear until years after the event. The symptoms can make it hard for the affected person to live their everyday life and can be accompanied by depression, substance abuse, or other anxiety disorders.

Following are three types of symptoms associated with PTSD¹:

¹ Mayo Clinic, 2016, National Institute of Mental Health, 2016



Intrusive Memories

Also called re-experiencing symptoms, these memories can start from the persons own thoughts, or can be triggered by words, objects or situations that are reminders of the traumatic event. Intrusive memories include:

- Recurring, unwanted distressing memories of the traumatic event,
- Reliving the event as if it were happening again,
- Upsetting dreams about the event, and
- Severe emotional distress or physical reactions (heart racing, hands sweating) to something that reminds you of the event.

Avoidance

Avoidance symptoms may cause a person to change their routine such as avoiding things that remind them of the event as well as negative changes in thinking and moods. This includes:

- Trying to avoid thinking about the event,
- Avoiding places, objects, activities or people that remind you of the event,
- Increased negative feelings about self or others,
- Feeling emotionally numb or an inability to experience positive or negative emotions,
- Feeling hopeless about the future,
- Losing interest in activities that were enjoyable in the past,
- Feeling strong guilt, depression or worry,
- Memory problems including not remembering important aspects of the traumatic event, and
- Difficulty maintaining close relationships.

Hyper-arousal Symptoms

These symptoms are changes in emotional reactions usually constant and can make a person feel stressed, angry, overwhelmed and “on guard.” The symptoms include:

- Irritability, feeling tense or “on guard,”
- Difficulty sleeping,
- Angry outbursts or aggressive behaviours,
- Being on constant guard for danger,
- Feelings of overwhelming guilt or shame,
- Self-destructive behaviours,
- Trouble concentrating or sleeping, and
- Being easily startled or frightened.

Legal Requirements

At YRP, we understand that we have a legal requirement under the Occupational Health and Safety Act to take every reasonable precaution to protect workers from harm. Employers and supervisors are required to inform all workers about psychological hazards on the job and provide training to employees on how to prevent these hazards and protect themselves from harm. Workers are also required to follow policies and procedures set out by the employer.



Notification of Injury/Illness

Following the notification of an injury/illness, Section 51 and 52 of the Occupational Health and Safety Act (OHSA) requires notification to the Ministry of Labour, Joint Health and Safety Committee (JHSC) or Health and Safety Representative (HSR) and trade union (if applicable) if an employee is critically injured, disabled from performing their own work or receives medical attention resulting from an incident. The details required in these reports, and the parties who must be notified are based on the severity of the injury and are outlined in the OHSA, and in Section 5 of the Industrial Establishment Regulation. Of particular importance is the necessity in S 5(2)(j) to include steps to prevent further illness.

Reporting a post-traumatic stress disorder through required channels is handled in the same manner as other injuries or illnesses. There are not special requirements set out by the WSIB at this time. When an injury or illness occurs, the employer must submit a Form 7 Report of Injury/Illness within three days.

In many cases, an employee with PTSD will require time off from work, but in some instances, it may be possible to accommodate them with alternate work as they are receiving treatment. The same WSIB Form 7 is used regardless of whether the ill/injured employee loses time from work (Lost Time Injury), or only seeks medical attention (No Lost Time Injury). The employee will be sent a Form 6 by the WSIB for completion following the employer's submission of the claim.

Organizational PTSD Policies and Procedures

YRP has developed the following policies and procedures to support PTSD prevention and management in our organization:

- Organizational PTSD Policy
- Anti-Stigma Policies and Procedures (Workplace Harassment and Discrimination)
- Complaints Process
- Incident Reporting
- Accommodation and Return to Work (AI – 366)

Organizational PTSD Prevention Policy

YRP considers the mental health, wellbeing, and psychological safety of its members to be important part of a productive, effective and healthy workplace. We have established a vision and program for a safe and secure workplace that addresses the stigma associated with mental illnesses. This is an organization-wide program involving all members.

Senior leadership of YRP is actively involved in our mental health, wellbeing, and psychological safety policy, program and services and is committed to building psychological health and safety into all aspects of YRP's operations, processes, and procedures, particularly as this relates to incidents of traumatic mental stress and post-traumatic stress disorder.



To achieve our goals, we will:

- Continue to increase awareness about mental health issues and create an open dialogue between employees, supervisors, leadership, and member associations.
- Deliver policies, programs, and services to help all members of our organization that are consistent with the principles of mutual respect, confidentiality, and cooperation across the organization.
- Support supervisors to help address the mental health, wellbeing, and psychological safety of our members and provide them resources and tools to address demands, conflict, emotional distress or trauma experienced by our workers.
- Focus on the organization's impact on the health and well-being of all members.
- Evaluate the success of our program at planned intervals.

Organizational Anti-Stigma Policy

YRP is committed to fostering a workplace where our members are protected from stigma associated with mental illness. We will work to ensure that all members are treated with respect and dignity, this includes those suffering from mental illness and those who support other workers suffering from mental illness.

Harassment and acts of discrimination will not be tolerated. Anyone who is found to be stigmatizing another individual may be subject to disciplinary action. Types of behaviour and acts that contribute to stigma include:

- prejudicial attitudes and discriminating behaviour directed towards individuals known or suspected to be suffering from mental health concerns
- trivializing or belittling people suffering from mental illness, or mental illness itself
- insulting people who are suffering from mental health concerns
- patronizing people who are suffering from mental health concerns by treating them as if they are not as good as other people
- ostracizing people who are suffering with mental health concerns, or their friends and supports
- denying or limiting opportunities based on mental health status or history, regardless of the member's functional abilities

This principle will be added to YRP's existing Workplace Harassment and Discrimination policy and applies to all current members and all behaviour that is in some way connected to work including off-site meetings, training, and day to day operations.

Senior leadership of YRP is responsible for providing all employees a psychologically healthy and safe workplace, free of stigma, discrimination or harassment. Senior leadership will ensure that this policy is applied in a timely, consistent and confidential manner, determining whether or not allegations are substantiated and determining what corrective action is appropriate if required. To support a stigma-free workplace YRP's leadership will:



- provide mental health awareness training and education
- regularly monitor organizational practices and systems for barriers to achieving a stigma-free workplace
- providing an effective and fair complaints process
- lead by example

Supervisors are responsible for fostering a stigma-free workplace and setting an example of appropriate behaviour. This includes communicating the policy and procedures for bringing forward a complaint, address situations of which they become aware in a timely fashion, and taking appropriate action in a sensitive and confidential manner for all members.

Members are responsible for treating coworkers with respect in the workplace, bringing forward complaints and cooperating with investigations into complaints. Members are also responsible for treating all parties and situations in a sensitive and confidential manner.

Complaints Process

Members seeking to report a complaint related to the anti-stigma policy are directed to follow the process described in section G of the Workplace Harassment and Discrimination procedure (AI – 350). This section details the four options members have when bringing forward a complaint – self-help, supervisor intervention, mediation, or filing a formal complaint.

Incident Reporting

Chapter 4 of YRP's Regulations and Procedures and the Accommodation and Return to Work procedure (AI – 366) describe the process for reporting workplace incidents resulting in injury. Any member exposed to what can reasonably be considered a traumatic stressor in the course of their duties is required to notify their supervisor and submit a YRP017 – Injured on Duty Report within 72 hours of the incident.

Intervention, Recovery, and Return to Work

YRP has a number of procedures that detail the manner in which intervention, recovery, and return to work are managed in the organization. Members are directed to the following procedures for descriptions of these processes:

- Regulations Chapter 4
- Project Safeguard (AI-361)
- Critical Incident Stress Management (AI-328)
- Police Citizen Deadly Force Encounter (AI-364)
- Safe Storage/Removal and Return of Firearm (AI-009)
- Peer Support (draft)
- Accommodation and Return to Work (AI-366)



Recognizing and Responding to Signs and Symptoms of PTSD

Senior leadership and supervisors are expected to know how to recognize and respond to signs and symptoms of PTSD in a member or fellow supervisor or senior leader. If signs and symptoms are found to be presented it is expected that the senior leader or supervisor will:

- Keep the communication lines open with the member and ask how they or other team members can provide support. If the member is not ready to talk wait for them to open up. If they do start to share, do not interrupt, it is often difficult for people with PTSD to ask for help, particularly if there is a concern about stigmatization.
- Deal with signs and symptoms directly and as soon as possible. If signs and symptoms are recognized it is best to open the dialogue and provide support so that the member knows they are supported in the workplace.
- Provide information about the options the member has to address PTSD. Help the member access support and help resources, if they request or need assistance.
- Encourage the member to talk to someone they trust about what has happened, this could be colleagues, family members, friends, Peer Support, EFAP, a mental health provider, or a supervisor.
- Share with the member that what they are experiencing is a normal reaction. Provide information about signs and symptoms and when they should speak to a professional or seek additional help.

Roles and Responsibilities for Prevention, Intervention, Recovery and Return to Work

This section outlines YRP's specific roles and responsibilities regarding the prevention and management of PTSD.

Senior Leadership Roles

Senior leadership will:

- Understand the impact that PTSD, and other occupational stress injuries have on the organization
- Identify what health and safety programs already exist and how a PTSD Prevention program can be integrated into existing systems. This should consider:
 - Management Training,
 - Employee Engagement,
 - Anti-stigma Awareness,
 - Communication Strategies,
 - Civility and Respect, Anti-Stigma,
 - Critical Incident response and management,
 - Employee Assistance Programs (EAP) or other benefits that support a mental health and wellness program,
 - Training individuals in strategies for resiliency and health behaviour.



- Identify gaps that need to be addressed using an assessment.
- Determine how the organization should monitor trauma exposures.
- Establish policies, procedures, initiatives, and services to support the Prevention Plan and Program and monitor implementation.
- Engage supervisors in the development of policies and procedures.
- Set the tone and lead by example, reducing stigma and encouraging conversations and take every reasonable precaution to protect workers.
- Enforce the policies, procedures, and program.
- Maintain the Prevention Plan and Program, evaluate it, and look for opportunities to improve it.
- Offer continued investment in a coordinated return to work program that supports recovery and stay-at-work practices.
- Makes early and considerate contact with an injured/ill worker.

Supervisors

Supervisors will:

- Be involved in the workplace assessment and participate in identifying controls.
- Participate in training to be aware and ready to address the day to day aspects of PTSD prevention and management.
- Receive training on how to recognize signs and symptoms of PTSD and understand the causes and risk factors and understand how to support members suffering from PTSD.
- Participate and contribute in establishing policies, procedures, initiatives and services to support the program.
- Enforce the policies, procedures, and Prevention Plan and Program.
- Provide advice on how to monitor trauma exposures.
- Identify individuals at risk of PTSD.
- Be prepared through training, coaching, or other means to engage members in discussions about psychological health and safety.
- Encourage active discussion with members about mental health and psychological safety.
- Meet with members following the submission of an Injured on Duty report related to occupational stress to provide support and resources.
- Implement processes to report concerns and provide support to members in need.
- Help identify control methods that support PTSD prevention such as workplace rotations for highly exposed individuals.
- Reduce stigma by participating in positive conversations.
- Understand how to accommodate a member suffering from PTSD.
- Actively participate in a systematic, structured, and coordinated return to work process and plan.

Health and Safety Roles

Health & Wellness, Occupational Health & Safety, Peer Support, and the Staff Psychologist will be engaged in the development of a PTSD Prevention Plan and Program. To actively participate the committee will:



- Understand the factors of the job that impact psychological health and safety, in particular PTSD. They should develop awareness about what PTSD is, as well as the symptoms causes and risk factors.
- Be involved in the workplace assessment.
- Assist the organization in developing a process for identifying workplace mental health and wellbeing issues, and in particular PTSD.
- Help identify controls that can be put in place to address psychological health and safety.
- Help reduce stigma related to mental illness by participating in identifying the need for education, training, and resources to address PTSD, and participating in delivering these to the organization.
- Participate in training to enable support of the workforce as required.
- Engage in the development of a communication plan and strategies related to address psychological health and safety, particularly PTSD.
- Reduce stigma by participating in positive conversations.

Members

Members will:

- Comply with policies, procedures. and the program.
- Participate in training and education about PTSD, and other required mental health training (resiliency, anti-stigma, policies, etc.).
- Report concerns and incidents so that they can be investigated and addressed.
- Listen to coworkers and encourage engagement in the program if needed.
- Reduce stigma by participating in positive conversations.

Health & Wellness Supervisor

The Health & Wellness Supervisor will:

- Assist the injured/ill member to remain or return to work while they recover, while also ensuring that the member's return to work date is sensible, flexible, and safe for the worker.
- Help the worker return to the workplace post-injury/illness.
- Connect and consult with the injured/ill worker, treating health professional, and WSIB representative and make sure that everyone understands what to expect and what is expected of them.
- Monitor the members progress towards returning to work.
- Take steps to prevent further injury/illness.
- Help resolve issues or disputes related to the return to work.
- Engage the member's direct supervisors to assist in developing an effective return to work plan.

Member Associations

Member associations will:

- Be consulted about policies and procedures



Training

PTSD Awareness and Anti-Stigma Training

YRP is committed to providing PTSD and anti-stigma awareness training to all senior leadership, supervisors, and members within our organization. This training includes, but is not limited to:

Road to Mental Readiness

Road to Mental Readiness (R2MR) is a program designed to reduce stigma and address and promote mental health and resiliency in a first responder workplace setting. Though R2MR is based on a program initially developed by the Department of National Defence, YRP has adapted the training to better reflect the needs of a police service and sought to enhance the impact of the program by including video testimonials from YRP officers who have suffered from PTSD. YRP is proud to be the first policing organization in Canada to have delivered R2MR to all its members.

The main objectives of R2MR are to reduce the stigma of mental illnesses, increase awareness of mental health, and offer resources to maintain positive mental health and increase resiliency. R2MR training includes the mental health continuum model. This is a self-assessment tool which provides participants with various indicators of positive, poor, and declining mental health. The program assists members in creating a supportive environment, strengthening the organizational culture, and contributing to a healthy workplace. R2MR teaches participants how to use a set of evidenced-based, cognitive behavioural therapy techniques that help individuals cope with stress and improve their mental health and resiliency.

Workplace Wellness

YRP has partnered with the Canadian Mental Health Association to deliver training on bullying prevention and the accommodation of members suffering from mental health issues to all civilian and uniform supervisors.

This Workplace Wellness training teaches YRP leaders about the personal and organizational impact of bullying, how to identify and address bullying behaviours in the workplace, and how to effectively and compassionately accommodate members suffering from mental health issues.

Mental Health First Aid

New recruits also receive training in mental health first aid to help advance their skills in recognizing and effectively responding to mental health concerns in the community and in the workplace. This training is also offered to all civilian and uniform members annually on a voluntary basis.



Mindfulness Training

All new recruits to YRP are provided training on mindfulness techniques for managing stress and developing strong self-awareness by a trained mindfulness educator. This training is also made available to all civilian and uniform members annually on a voluntary basis.

Suicide Prevention and Awareness

An online course developed in partnership with the Mental Health Commission of Canada. The course is available to all YRP members and is designed to educate members on the issue of police suicide and provide information on prevention and recognizing the warning signs of suicide.

PTSD Cruiser

YRP is proud to promote awareness of PTSD in first responders among our membership and the public with our PTSD cruiser. This specially decal'd cruiser is deployed at community events and mental health functions as a visual display of YRP's support for those suffering from PTSD in our service and others.

Return to Work Coordination and Management

In addition to the Workplace Wellness training described above, all supervisors will be provided with education on YRP's return to work process, including all current Disability Management and Health & Wellness requirements, forms, and procedures. Health & Wellness will provide all members with a clear and concise reference describing the responsibilities of each party involved in the return to work process and key information to help members and supervisors navigate the process effectively and efficiently.

Orientation

The PTSD awareness and anti-stigma training as well as the policies and procedures related to PTSD hazard recognition, reporting, and interventions will be incorporated into the new member orientation program.

Mental Health Continuum Cards

Members will be provided with an insert for their standard issue notebooks that depicts the Mental Health Continuum and provides written contact information for mental health support services and providers to ensure this information is accessible to members at all times.

Post Exposure Education and Awareness

Education and awareness training will be offered to those who have experienced a traumatic event. This education will focus on providing information about signs and symptoms, how to access care if needed and provision of contact information if they require assistance and/or resources. This education will be delivered in the following ways as dictated by procedure:

- Critical Incident Stress Management team (AI – 328)



- Peer Support (procedure in draft)
- Project Safeguard (AI – 361)

Training Roll-Out Plan

Road to Mental Readiness (R2MR) – Completed February 2017

Workplace Wellness – Ongoing (anticipated completion December 2017)

Peer Support Team Training – Ongoing

Employee Orientation – Ongoing (anticipated completion December 2017)

Mental Health Continuum Cards – Ongoing (anticipated completion June 2017)

Training Documentation

YRP's Training and Education Bureau is responsible for monitoring and documenting member participation in training programs. Participation in training is recorded onto the member's permanent file and follow-up assessments or documentation is collected when applicable.

Screening Protocols and Early Intervention

Screening Protocols

YRP recognizes that early intervention is important for the effective treatment and prevention of PTSD. The following screening protocols have been developed and implemented to help identify workers who are potentially at risk for developing PTSD.

Project Safeguard

Adapted from the FBI, Project Safeguard is a program that delivers mandatory psychological screening and annual wellness sessions with a clinical psychologist for members at increased risk of exposure to potentially traumatic stressors in the course of their duties. To date, YRP has 13 units and groups participating in Project Safeguard:

- Internet Child Exploitation
- Sex Assault
- Crimes Against Children
- Major Collision Investigation
- Forensic Identification
- Cybercrime and Technical Data Recovery
- Homicide
- Communications
- Peer Support
- Certified Death Investigators
- Major Case Management
- Human Trafficking



- Major Crime Analysts

Project Safeguard includes the following phases:

- **Selection** – Takes place when qualified candidates apply for a posted Safeguard position. Members complete psychological testing and an in-depth interview with a clinical psychologist to determine suitability for the position.
- **Inoculation** – Takes place when an applicant is successful in obtaining a Safeguard position enters into a 3 to 6 month assessment period designed to gradually acclimate the member to the responsibilities and stressors associated with the unit. If the member or their supervisor feels they are not suited to the position within this phase, the member and their supervisor can devise an exit strategy.
- **Education** – Applies to members already assigned to a Safeguard Position. Every twelve months, members will participate in an information session with a psychologist. The purpose of this phase is not to assess “suitability” but to ensure the member’s well-being, to provide education and/or assistance on the signs and symptoms of PTSD and other mental health concerns, and to connect them with appropriate resources as needed.
- **Maintenance** – Requires members to participate in psychological testing and an in-depth interview with a clinical psychologist every twelve months to assess their continued suitability, to ensure their well-being, to provide education and/or assistance on the signs and symptoms of PTSD and other mental health concerns, and to connect them with appropriate resources as needed.
- **Conclusion** – Consists of a psychological interview. The purpose of the final interview is to advise the member of on-going psychological and/or counselling supports that are still available to them after departing from the unit and to obtain feedback regarding Project Safeguard.

In addition to providing assessments and yearly check-ins, members in Safeguard positions can also request follow-ups with the psychologist at any time during their tenure. These follow-up appointments are covered by York Regional Police.

Additional information can be found in the Project Safeguard procedure (AI – 361).

Automated Early Identification System

YRP will develop an automated early identification system for delivering targeted support and intervention to members who have been exposed to high frequency or intensity of potentially traumatic calls. Utilizing our integrated business intelligence platform, YRP will build an automated system to track calls that place members at higher risk of exposure to traumatic stress, with weightings allocated to each call type based on research into PTSD in first responders. Supervisors and internal support staff will be alerted when a member’s exposure to potentially traumatic calls exceeds a predetermined threshold. Outreach will be provided by the Peer Support unit to provide education to the member on the signs and symptoms of PTSD and follow-up screening will be provided by a qualified mental health provider within one month of the alert.



Online Screening Tool

YRP will develop an online screening tool for members to independently and confidentially assess their psychological health and wellbeing. The measure will be a brief symptom inventory designed to provide a rapid measure of a member's current mental health and to offer links to appropriate supports and resources based on their responses.

Early Intervention Strategies

When members are exposed to a traumatic event, YRP will provide those members with the following early interventions to minimize stress and promote prevention of PTSD in accordance with YRP's Return to Work and Accommodation policy (AI – 366). The specific early interventions that will be utilized include:

- Reaching out to the member by phone or in person to offer peer support and inform them of available mental health resources.
- Providing appropriate accommodation that is conducive to the member's recovery.
- Debriefing sessions provided by supervisors that focus on helping the member put their experiences in perspective and validate what they have seen, done, thought, and felt.
- In cases where officers are involved in deadly force encounters, the member will be provided with resources and accommodation as detailed in the Police Citizen Deadly Force Encounter procedure (AI-364)

Responding to a Crisis and Accessing Treatment

Peer Support Unit

YRP's Peer Support Unit consists of 47 civilian and uniform members who have overcome their own traumatic events and are willing to provide support to others. The Peer Support Unit's responsibilities include education, outreach, and administration of Project Safeguard. Details regarding practices and deployment can be found in the Peer Support procedure (draft).

Critical Incident Stress Management

The York Region Critical Incident Stress Management Team consists of emergency service personnel and Mental Health Professionals (MHP) who are trained volunteers available to assist emergency service personnel throughout York Region in the event of a traumatic event. Information related to the composition of the team, deployment, and debriefing process can be found in the Critical Incident Stress Management procedure (AI – 328).

Staff Psychologist

YRP has a psychologist on staff to provide members with rapid access to consultation services. The staff psychologist is available to any YRP member at their request to provide direct support, education, or referral as needed. Services are confidential and provided at a dedicated site independent from other YRP functions.



Support Service Dog

YRP members have access to a trained support service dog which provides emotional support through hands-on interaction with members. The support service dog and its handler can be deployed at a member's request or in response to a specific incident.

Peer Support House

YRP provides members the opportunity to access internal support services at a discrete location that offers a confidential and therapeutic environment. Situated on 26 acres of land in a private but accessible location, the Peer Support house serves as the primary workspace for the Peer Support team, the staff psychologist, and the support service dog.

Employee and Family Assistance Program

YRP offers an Employee & Family Assistance Program (EFAP) through Morneau Shepell that is a confidential and voluntary support service that can help members navigate a wide variety of problems and challenges they may face, including, but not limited to, mental health concerns. The EFAP is available 24/7, 365 days a year. EFAP can be accessed by calling: 1-800-387-4765 or visiting www.workhealthlife.com

Members and immediate family members can receive support over the telephone, in person, online, and through a variety of issue-based health and wellness resources. Support is provided by EFAP professionals trained to assist the member with their immediate needs and connect them to additional resources if required. Use of the EFAP is confidential and there is no cost to use the core services. If the member needs more specialized or longer-term support, the EFAP will help select an appropriate specialist or service that can provide assistance. While fees for these additional services are not covered under the EFAP, some may be covered by OHIP or YRP's extended benefits package.

Member Benefits

YRP members are entitled to up to \$3500 per year for treatment with a qualified mental health provider of their choosing under YRP's group benefits package with SunLife. YRP maintains a list of qualified mental health providers in York Region and the surrounding areas available to all members that is intended to simplify the process of finding and connecting with a provider.

In certain situations, the Executive Command Team (ECT) and the York Regional Police Association (YRPA) have agreed to assist members financially who have exceeded their psychological benefits.

Family Supports

YRP acknowledges the profound impact that PTSD and other mental health concerns can have on the family of those suffering. YRP has developed a dedicated family support program known as York Beyond the Blue that is staffed by peer supporters who have a spouse or family member within law enforcement. These spouses have lived through various difficulties in their



lives and include; critical incidents, death, and divorce and other life altering issues and are available to share their support with other police families. York Beyond the Blue has a dedicated website where police families can connect, find resources, and learn of upcoming events for spouses and children of YRP members.

Chaplaincy Service

YRP offers chaplaincy services from a variety of religious denominations at a member's request. Chaplains from the following religious organizations are currently available to members:

- Anglican
- Catholic
- United
- Muslim
- Judaism
- Baptist
- Seventh Day Adventist

A proposal has been submitted by YRP's Diversity, Equity, and Inclusion Bureau to add chaplains representing our First Nations and Buddhist members.

Community Supports

YRP members may also choose to engage community supports and external resources in the treatment of PTSD or other mental health concerns. These services include, but are not limited to:

- Tema Conter offers up to \$1000 for serving and retired first responders for psychological services.
- YRP has partnered with Wounded Warriors, a charity and veterans service organization, to provide equine therapy (Canpraxis) to couples of York Regional Police who suffer with PTSD.
- Community Crisis Response Service offers 24/7 access to crisis workers trained in supporting those struggling with mental health concerns. This service is available to all York and Simcoe residence and can be access by phone at 1-855-310-COPE.

Return to Work

YRP's return to work program is built on the 7 Principles of Return to Work which supports positive outcomes for our members. The return to work process is highlighted below:

- The employer will make early and considerate contact with the injured/ill worker.
- The employer will make an offer of modified work to the injured/ill worker so they can return to work safely.
- The return to work plan will be developed so that it supports the returning worker, their coworkers and their supervisor.
- The supervisor will receive training in work disability prevention and will be included in the development of the workers return to work plan.



- The worker will be provided an individualized Return to Work plan that focuses on the workers initial and ongoing needs.
- The employer will maintain ongoing communications with healthcare providers and the WSIB to ensure that they understand the workers job and the workplaces ability to accommodate.

YRP's return to work process is detailed in the Accommodation and Return to Work procedure (AI-366)

Supervisor and Health & Wellness Staff Considerations

When considering how to accommodate a worker the supervisor and Health & Wellness staff will review the following:

- What is the worker experiencing (signs and symptoms) and what are the limitations?
- How will these limitations impact the work that the worker needs to do?
- Are there specific job tasks that will be problematic as a result of these limitations?
- What accommodations can help address or remove these limitations?
- Has the worker been asked about possible accommodations, can they help identify specifically how the organization can assist?
- Does the workers Sr. Leadership team, Supervisor or Coworkers need training on PTSD to help facilitate a successful return?
- Is the worker currently receiving care or treatment and if so are they continuing to follow a treatment plan (if this is known)?

Providing Accommodation

The chart below can be utilized by the supervisor and Health & Wellness staff to identify types of accommodations that can be used to support a worker suffering from PTSD. This chart is aligned to specific signs and symptoms and how they can manifest themselves at work.

Potential Accommodations

Signs and Symptoms	What this could look like at work	Impact on job tasks	Potential Accommodations
Intrusive Memories	Reduced concentration Difficulty managing time and tasks Increased errors in work Difficulty	Difficulty completing tasks with deadlines, time pressures or high expectations Inability to complete tasks in which error rate is impacted by	Reduce distractions in the workplace <ul style="list-style-type: none">- Sound proofed areas- Use of white noise- Soothing music- Uninterrupted work time Manage completion of work <ul style="list-style-type: none">- Flexible scheduling- Breaking large projects into smaller



Signs and Symptoms	What this could look like at work	Impact on job tasks	Potential Accommodations
	<p>completing complex tasks</p> <p>Reduced organizational skills</p>	<p>reduced concentration</p> <p>Inability to complete complex tasks or multi-task</p>	<p>chunks, with easily achievable goals</p> <ul style="list-style-type: none"> - Provide memory aids such as schedulers, organizers, use of auditory or written cues - Weekly meetings with supervisor or mentor to assist with determining goals, reminding of important deadlines, create daily to do lists <p>Restrict tasks with immediate risk for injury if concentration lapses</p>
Avoidance	<p>Social Withdrawal, irritability</p> <p>Relationship problems</p> <p>Difficulty maintaining close relationships</p> <p>Feelings of guilt, depression or worry</p>	<p>Reduced motivation and productivity</p> <p>Increased stress, emotional outbursts</p> <p>Interpersonal difficulties with customers, supervisors and co-workers</p> <p>Decreased ability to deal with conflict or other emotionally charged events</p> <p>Reduced capacity to cope with stressful situations</p>	<p>Encourage use of stress management techniques</p> <p>Allow support animals</p> <p>Allow telephone calls to doctors or others for needed support</p> <p>Use a mentor or supervisor to alert employee if behaviour is becoming unprofessional or inappropriate</p> <p>Encourage the worker to walk away from frustrating situations and confrontations</p> <p>Provide awareness training to supervisors and co-workers</p> <p>Provide partitions or closed doors to allow for privacy</p> <p>Assign supervisor or mentor to be available to answer employees questions</p> <p>Allow for a flexible work environment – scheduling, breaks, leaves for counseling, work from home</p> <p>may not be able to complete tasks with frequent customer contact</p>
Hyper-arousal	<p>Excessive fatigue</p> <p>Exaggerated startle response</p>	<p>Reduced concentration, activity and productivity</p>	<p>Allow for flexible start time</p> <p>Provide a place for the employee to sleep during breaks if needed</p>



Signs and Symptoms	What this could look like at work	Impact on job tasks	Potential Accommodations
	Hypervigilance Increase in self-medication practices		Allow the worker to work one consistent schedule Allow for a flexible work environment Provide goal-oriented workload Identify and remove environmental triggers such as particular smells, or noises Allow a support animal Allow for breaks and provide a place where the worker feels comfortable to use relaxation techniques or contact a support person

References

- CAMH. (2016, Feb 23). *Posttraumatic Stress Disorder (PTSD)*. Retrieved from Mental Health and Addiction Information A-Z:
http://www.camh.ca/en/hospital/health_information/a_z_mental_health_and_addiction_information/Post-traumatic/Pages/pstd.aspx
- Canadian Human Rights Commission. (2016, March 10). *Resources: A Guide For Managing the Return to Work*. Retrieved from Canadian Human Rights Commission:
https://www.google.ca/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjg-pGV8bbLAhWMcj4KHZJ5BzgQFggbMAA&url=http%3A%2F%2Fwww.chrc-ccdp.ca%2Feng%2Fcontent%2Fguide-managing-return-work&usg=AFQjCNEUcm7m3PIb6SQWNWAIskThqpWvhg&sig2=gtkdAU_fY
- Canadian Mental Health Association. (n.d.). *Post-Traumatic Stress Disorder (PTSD)*. Retrieved August 6, 2013, from Canadian Mental Health Commission:
http://www.cmha.ca/mental_health/post-traumatic-stress-disorder/#.UgERF5K1GC0
- Great West Life Centre for Mental Health in the Workplace. (2005). *Workplace Strategies for Mental Health*. Retrieved January 25, 2016, from Psychological Health and Safety: Introduction.
- Institute for Work and Health. (2007). *Seven "Principles" for Successful Return to Work*. Retrieved from Institute for Work and health: <http://www.iwh.on.ca/seven-principles-for-rtw>



- Job Accomodation Network. (2016, 01 21). *Accomodation and Compliance Series: Employees with Post Traumatic Stress Disorder (PTSD)*. Retrieved from Job Accomodation Network: <https://askjan.org/media/ptsd.html>
- Leka, S., & Jain, A. (2010). *Health Impact of Psychosocial Hazards at Work: An Overview*. Switzerland: World Health Organization.
- Mayo Clinic. (2016, 01 15). *Diseases and Conditions: Post-traumatic stress disorder*. Retrieved from Mayo Clinic: <http://www.mayoclinic.org/diseases-conditions/post-traumatic-stress-disorder/basics/definition/con-20022540>
- Mental Health Commisstion. (2013, March 3). *Workplace Strategies for Mental Health Facts and Figures*. Retrieved August 6, 2013, from Workplace Strategies for Mental health: <http://www.workplacestrategiesformentalhealth.com/display.asp?l1=2&d=2>
- National Institute for Health and Care Excellence. (2005, March 5). *Post Traumatic Stress Disorder: Management: NICE Guidelines [CG26]*. Retrieved from National Institute for Health and Care Excellence: <https://www.nice.org.uk/guidance/cg26/chapter/1-guidance>
- National Institute of Mental Health. (2016, 01 21). *National Institute of Mental Health*. Retrieved from Post-Traumatic Stress Disorder: <http://www.nimh.nih.gov/health/topics/post-traumatic-stress-disorder-ptsd/index.shtml>
- Occupational Health and Safety Administration. (2016, 01 21). *United States Department of Labour*. Retrieved from Resilience Resources for Emergency Response: https://www.osha.gov/SLTC/emergencypreparedness/resilience_resources/predeployment.html
- Phd., A. M. (2014, July 16). *Post Traumatic Stress Disorder and the Workplace: What Employers and CoWorkers Need to Know*. Retrieved from Gift from Within - PTSD Resources for Survivors and Caregivers: <http://www.giftfromwithin.org/html/PTSD-Workplace-What-Employers-Coworkers-Need-To-Know.html>
- Siebert, A. (2006). *Resiliency Quiz - How Resilient Are You*. Retrieved January 17, 2016, from Al Sierbert Resiliency Centre: <http://resiliencyquiz.com/index.shtml>
- Thomas, J. C. (2002). *Handbook of Mental Health in the Workplace*. California: Sage Publications.
- Work Safe Victoria. (2016, March 10). *Return to Work*. Retrieved from Work Safe Victoria: <http://www.worksafe.vic.gov.au/return-to-work>
- WorkSafe BC. (2014, 12 05). *www.worksafebc.com*. Retrieved from WorkSafe BC: http://www2.worksafebc.com/i/posters/pdfs/2009/HF_2009_03.pdf

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

APRIL 19, 2017

Use of Force Statistics

RECOMMENDATION

1. That the Board receive this report pursuant to Use of Force Board Policy No. 01/14.

SYNOPSIS

As per the Board's Use of Force Policy No. 01/14, a summary of the statistical information collected along with identified trends and issues related to Use of Force during 2016 are contained in this report.

FINANCIAL IMPLICATIONS

Not applicable.

BACKGROUND

Police officers are authorized to use a range of use of force options in response to an event or incident in order to protect life, preserve the peace, prevent crimes, maintain order and apprehend suspects.

When an incident occurs and an officer uses any of these force options, a Use of Force Report must be completed. Depending upon the number of officers involved, there may be several Use

of Force Reports submitted for each incident. The Use of Force Report provides a province-wide standardized method for the collection of local data by individual police services from use of force incidents that occur as a result of the day-to-day operations of a police service.

The authority and direction to collect use of force information are found in the Policing Standards Manual (AI-012), the *Police Services Act* (O. Reg. 926 s. 14.5) and York Regional Police Use of Force Procedure (AI-012/ AI-014). In accordance with the Policing Standards Manual and the *Police Services Act*, York Regional Police Use of Force Procedure (AI-012/ AI-014) states, in part, the following:

A member shall submit a Use of Force Report when:

- a) a member draws a handgun in the presence of a member of the public, excluding a member of the police force who is on duty, points a firearm at a person or discharges a firearm. A member of the public includes a suspect or arrested person;*
- b) a member uses a weapon other than a firearm on another person;*
- c) a Conductive Energy Weapon is unholstered and displayed in the demonstrated force presence mode; or*
- d) a member uses physical force on another person, not in relation to training conducted by the Training and Education Bureau, that results in an injury requiring medical attention.*

After a Use of Force Report is submitted by an officer, the member's immediate supervisor reviews it. The report is then forwarded to the Training and Education Bureau and then to the Use of Force Review Committee. The Use of Force Review Committee is comprised of the Officer-in-Charge of the Training and Education Bureau, a Staff Sergeant in the Training and Education Bureau, a Sergeant in the Use of Force Unit, the Use of Force Training Analyst, a Duty Inspector and a Patrol Sergeant.

York Regional Police Use of Force Procedure (AI-012/ AI-14) sets out the duties of the Use of Force Review Committee as follows:

The Use of Force Review Committee shall:

- a) meet quarterly and review a Use of Force summary;*
- b) evaluate procedures relating to:*
 - (i) drawing, exhibiting and discharging of a firearm; and*
 - (ii) use of force.*
- c) evaluate training methods;*
- d) annually produce a Use of Force Study that provides critical use of force data and trends which does not contain information that identifies reporting police officers;*
- e) direct the findings of the Use of Force Study to:*
 - (i) the Chief of Police;*
 - (ii) the Deputy Chief of Operations; and*
 - (iii) the Deputy Chief of Administration.*

The Training and Education Bureau compiles the data collected from the Use of Force Reports and this information is used to establish trends and identify problems that may be corrected through training or other administrative procedures.

Summary of the 2016 Use of Force Study:

- In 2016, York Regional Police members attended a total of 337,355 calls for service. These calls included traffic stops, citizen generated calls for service and officer initiated contacts. Of these calls for service, 282 resulted in the submission of Use of Force Reports. Consequently, only 0.08 percent of police interactions with the public resulted in a Use of Force Report being submitted. In comparison, 293 incidents were submitted in 2015. There was a 3.75 percent decrease of the number of incidents requiring Use of Force Reports from 2015 to 2016.
- The following is a five year comparison of the total number incidents where Use of Force Reports were submitted:
 - 2012 – 185
 - 2013 – 161
 - 2014 – 165
 - 2015 – 293
 - 2016 – 282
- A total of 282 use of force incidents, recorded on 337 Use of Force Reports were filed in 2016, involving a total of 527 officers. In 2015, there were 293 use of force incidents, recorded on 429 Use of Force Reports submitted, involving a total of 457 officers. This change reflects a 3.75 percent decrease of the number of incidents requiring Use of Force Reports from 2015 to 2016 and a 15.3 percent increase in the number of officers involved in incidents that required Use of Force Reports (Chart 1). The factors contributing to the increase are described in more detail within the Trending Section of this Report.
- Humane dispatch of injured animals (46 incidents in 2016 compared to 81 incidents in 2015), displaying firearms (169 incidents in 2016 compared to 129 incidents in 2015) and displaying a Conducted Energy Weapon (CEW) (52 incidents in 2016 compared to 17 incidents in 2015). The displaying of CEW effectively works to de-escalate incidents and minimize the potential for injury to the community and officers.
- In 2016, there were 83.6 incidents requiring Use of Force Reports for every 100,000 demands for service. In 2015, there were 140.7 incidents requiring Use of Force Reports for every 100,000 demands for service. This represents a 40.6 percent decrease of incidents requiring Use of Force per 100,000 demands for service, from 2015. This can be attributed to a 43.2 percent decrease in humane dispatching of injured animals and a 9.6 percent decrease in CEW reporting.
- The following is a five year comparison of the total number of incidents where a Use of Force Report was submitted for every 100,000 calls for service.
 - 2012 - 73.4 per 100,000
 - 2013 - 71.9 per 100,000
 - 2014 - 74.8 per 100,000
 - 2015 - 140.7 per 100,000
 - 2016 – 83.6 per 100,000

- The types of calls for service resulting in use of force were varied in 2016 as it was in 2015. The percentage of calls that officers responded to that resulted in the submission of a Use of Force Report is as follows in Chart 1.

Chart 1

Types of Citizen Generated Calls for Service			
	2015	2016	Variance (%)
			1 Year
Animals	81	46	-43.2
Assaults	6	6	0
Break and Enters	10	28	180.0
Domestic Disputes	28	16	-42.9
Emotionally Disturbed Persons	42	45	7.1
Homicides	0	0	0
Other Disturbances	13	17	30.8
Robberies	4	8	100.0
Search Warrants	5	3	-40.0
Suspicious Persons	7	3	-57.1
Traffic Stops	11	10	-9.1
Weapons	51	51	0
Other*	35	49	40.0

*Other includes: Theft of Vehicle, Wanted Person, Intoxicated Person, Drugs and various other arrests.

- In 2016, 60.1 percent of all use of force incidents involved more than one officer. In 2015, 79.1 percent of all use of force incidents involved more than one officer; this represents a 24.0 percent decrease over last year.
- Members draw their firearms when they believe on reasonable grounds that it is necessary to protect against loss of life or serious bodily harm, or to destroy an animal. In 2016, firearms were drawn and pointed at a person 178 times, compared to 162 times in 2015. This represents a 9.9 percent increase. This increase can be directly attributed to better uniform response and management of weapons calls and arrests of subjects during break and enter calls.
- The types of incidents reported include; weapons calls, silent 911 calls, robbery calls, break and enter calls, armed and suspicious person calls, high risk search warrants and high risk vehicle stops.
- In 2016, 46 incidents resulted in 69 firearm rounds being discharged. In all of the incidents firearms were discharged to humanely dispatch injured animals. In 2015, 81 incidents resulted in 163 firearm rounds being discharged. In one incident, a bear was dispatched due to the risk to public safety. The remaining incidents where firearms were discharged were to humanely dispatch injured animals. This represents a 43.2 percent decrease over last year.
- The decrease can be attributed to the Regional Municipality of York Police Services Board sending a letter in 2016 to the Ministry of Natural Resources and Forestry. In

addition, our nine municipalities advising that, York Regional Police would no longer respond to animal complaints related to sick or injured animals that do not pose a risk to public safety. An exception would be if the animal is injured in relation to a motor vehicle collision.

- The decrease can also be attributed to a reduction of canine distemper in the wildlife population. This resulted in less calls for service.
- In 2016, 73 use of force incidents involved a suspect armed with a weapon, compared to 72 use of force incidents in 2015. This represents a 1.4 percent increase in the number of use of force incidents involving suspects armed with weapons.
- In 2016, officers encountered suspects armed with a weapon in 73 of 234 use of force incidents which represents 31.2 percent of the incidents. The most common weapons encountered were edged weapons at 41.1 percent and firearms at 23.2. Comparatively, in 2015 officers encountered suspects armed with a weapon in 72 of 293 use of force incidents which represents 24.6 percent. The most common weapons encountered were edged weapons at 52.8 percent and firearms at 23.6 percent.
- In 2016, officers were confronted with edged weapons a total of 30 times versus 38 times in 2015 representing a 21.1 percent decrease.
- In 2016, CEWs were used (drawn, displayed, and discharged) a total of 73 times by front line officers and members of the Emergency Response Unit (ERU) compared to 83 times in 2015. This represents a decrease of 12.0 percent.
- In 2016, there were 1,984 emotionally disturbed persons apprehended. In these incidents there were only 45 requiring a Use of Force report which represents 2.3 percent of the incidents. In 2015, there were 1,904 emotionally disturbed persons apprehended. In these incidents there were only 42 requiring a Use of Force report which represents 2.2 percent of the incidents.
- There are several factors that contribute to the success of a canine assisted arrest of a subject. In 2016, there were 16 incidents requiring a Use of Force report where Canine was utilized as an option to assist in officers in the arrest of a subject verses five times in 2015 representing a 220 percent increase. This increase can be attributed to an increased number of subjects being found hiding in buildings due to better front line response times.
- Subjects complied once canine located them. They hid as a result of quick response times and subjects not having the time to escape prior to front line officers arriving. When front line officers arrived, subject hid, hoping to evade police.

The chart below illustrates the variety of use of force options that were employed by officers during the past two years.

Chart 2

Type of Force Used			
Use of Force Option	2015	2016	Variance (%)
			1 Year
Firearm Discharged	81	46	-43.2
Firearm Pointed at Person	162	135	-16.7
Firearm Drawn	129	34	-73.6
Aerosol Weapon	6	6	0
Impact Weapon – Hard	8	9	12.5
Impact Weapon – Soft	2	1	-50.0
Empty Hand – Hard	39	33	-15.4
Empty Hand – Soft	78	33	-57.7
Conducted Energy Weapon	83	75	-9.6
Canine	5	16	220.0
Other*	9	0	-100.0

*Other includes: Items of opportunity that were accessible to the officer in an emergent situation that were not issued or listed equipment. Examples include: tables, chairs and Muzzle Blast (a Less Lethal Powder Dispersion deployed by ERU)

- In 2016, there were seven officers injured in use of force incidents, compared to four officers in 2015. This represents a 75 percent increase. In each of these instances, the officer's injuries were minor in nature.
- In 2016, 76 subjects were injured in use of force incidents, compared to 64 subjects in 2015. This represents a 18.75 percent increase in injuries to subjects. This increase in the number of reported injuries to subjects in 2016 were minor in nature as a result of probe removals from CEW deployments.
- In 2016, 90.5 percent of the use of force incidents involved uniform personnel and 9.5 percent of officers assigned to plain clothes duties. In 2015, 90.7 percent of the use of force incidents involved uniform personnel and 9.3 percent of officers assigned to plain clothes duties.
- In 2016, the largest percentage 41.6 percent of use of force incidents took place on a roadway.
- In 2016, 53.8 percent of all use of force incidents took place between 6:00 pm and 6:00 am.

Trending – Use Of Force

The following areas were noted as trends in Use of Force categories for 2016:

Empty Hand – Soft – There was a 57.7 percent decrease in Empty Hand – Soft (physical control) from 2015 to 2016.

Conducted Energy Weapon – There was a 9.6 percent decrease in the reported use of the Conducted Energy Weapon from 2015 to 2016.

Handgun Drawn – There was a 73.6 percent decrease in handguns drawn from 2015 to 2016.

Firearms Discharged – There was a 43.2 percent decrease in firearms discharged from 2015 to 2016.

The overall decreases in the various uses of force can be attributed to officers using de-escalation methods more effectively, as opposed to using a higher level of force option. Better scene management, utilization of resources and the issue of canine distemper naturally running its course, also contributed to the decrease.

The Training and Education Bureau continues to monitor information provided by the Use of Force Review Committee in order to adapt practical skills training where required. This is often conducted through firearms skills, defensive tactics and scenario-based training exercises, that emphasise de-escalation and communication. This skills-based training is delivered on the Annual Uniform Requalification Training Program. Through data gathered from the Use of Force Reports, the Training and Education Bureau is able to provide officers with the knowledge and skills based training required to protect the public and themselves.

Recommendations

The ongoing commitment to de-escalation techniques and training will continue to be a focus of practical skills training.

The Use of Force Review Committee will continue to review all Use of Force Reports and assess the circumstances and outcomes for trends and patterns. This information will be integrated into various training opportunities to ensure members are properly prepared to deal with situations that arise requiring the appropriate tactical considerations.

The Province of Ontario does not compile yearly use of force statistics. York Regional Police is required by the Province of Ontario to complete Use of Force Reports, but there is no requirement to submit these reports unless requested.

In conclusion, the review of the processes and methods that York Regional Police employ in reporting and dealing with use of force incidents are in compliance with the Policing Standards Manual, the *Police Services Act* and York Regional Police Use of Force Procedure (AI-012).

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

EJ:ma

Accessible formats or communication supports are available upon request



Report of the Executive Director

Meeting Date: April 19, 2017

Delegated Authority to the Chief of Police

RECOMMENDATIONS:

1. That the Chief of Police be delegated the authority to approve or deny requests for the use of the York Regional Police ("YRP") official mark.
2. That the Chief develop and implement a Policy on the approved use of the YRP official mark.

SUMMARY

The YRP crest has been an official mark under the *Trade-marks Act* since December 11, 1985. From time to time, the Board receives requests from external organizations to use the YRP official mark. In the past, the Board has occasionally granted permission to external organizations to use the official mark. For example, in 2009 permission was granted to MADD York Region Chapter for use of the YRP official mark on a donated vehicle. The "MADDmobile" vehicle was used for educational purposes and to raise awareness of the dangers of drinking and driving.

In an effort to address these requests in a more expeditious and consistent manner, I am recommending that the Chief be granted the authority to authorize or deny requests to use the YRP official mark, and to develop a Policy to govern the approval of such requests.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the recommendations contained within this report.

CONCLUSION

It is recommended that the Board grant the Chief the authority to authorize or deny requests to use the YRP crest for any purpose.

Mafalda Avellino
Executive Director

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

BY LAW NO. 06-17

**A By Law to Confirm
the Proceedings of the Board at its Meeting
held on April 19, 2017**

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 19th day of April, 2017

Mafalda Avellino, Executive Director

Mayor Frank Scarpitti, Chair