



The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

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

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E-mail: psb@yrp.ca • Web: yrpsb.ca

REVISED AGENDA PUBLIC SESSION

Wednesday, March 22, 2017, 9:00 a.m.

COMMITTEE ROOM "A"

YORK REGION ADMINISTRATIVE CENTRE

17250 YONGE STREET

NEWMARKET, ONTARIO

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| 6.1 | Interim Financial Reporting (un-audited) for the Period Ending December 31, 2016. | 76 |
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RECOMMENDATION

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.

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|-----|---|----|
| 6.2 | Amended Service Fees and Charges | 92 |
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RECOMMENDATIONS

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 That Bylaw No. 06-16 be repealed effective April 3, 2017.

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|-----|--------------------------------|-----|
| 6.3 | 2017-2019 Business Plan | 100 |
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RECOMMENDATION

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

7. REPORTS OF THE EXECUTIVE DIRECTOR

7.1 Public Relations Reserve Fund - Amended Update Report

136

RECOMMENDATION

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

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 (Recommendations 1 and 2)
- b. Appointment of New Police Officers (Recommendation 1)
- c. Appointment of Experienced Hires (Recommendation 1)
- d. Appointment of Special Constables (Recommendation 1)

13. CONFIRMATORY BYLAW

142

14. ADJOURNMENT

MINUTES OF THE PUBLIC MEETING
of
THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD
February 15, 2017

The Board commenced its meeting of February 15, 2017 in Committee Room A, York Region Administrative Centre, 17250 Yonge Street, Newmarket, Ontario on the above-noted date at 9:08 a.m. in public session.

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

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

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

Addendum Item

- a) Memorandum from Mr. Stephen Beckett, Ministry of Community Safety and Correctional Services, February 15, 2017, regarding the Ministry Response to the Ombudsman's Report on De-Escalating conflict situations. (Addendum Item No. 8.1)

60 **DISCLOSURE OF INTEREST**

Nil.

61 **CONFIRMATION OF PUBLIC MINUTES OF JANUARY 25, 2017 BOARD MEETING**

It was moved by Mr. Usman, seconded by Ms Jiang that the Board confirm the minutes for the public session of the meeting held on January 25, 2017 in the form supplied to the members.

CARRIED

PRESENTATION

62 **Presentation to Retiring Superintendent Keith Merith**

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

CARRIED

COMMUNICATIONS

63 Order in Council by Lieutenant Governor of Ontario, February 2, 2017 re-appointing John Molyneaux as a member of the Regional Municipality of York Police Services Board for a further period of one year.

It was moved by Mr. Usman, seconded by Mr. Rogers that the Order in Council by Lieutenant Governor of Ontario, February 2, 2017 be received.

CARRIED

64 Correspondence from Chair Frank Scarpitti, York Regional Police Services Board, November 29, 2016, to Justice Michael Tulloch regarding the Board's submission to the Independent Police Oversight Review.

It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the correspondence from Chair Frank Scarpitti, York Regional Police Services Board, November 29, 2016, be received.

CARRIED

65 Correspondence from Chair Scarpitti, York Regional Police Services Board, January 30, 2017, to the Premier of Ontario regarding the Policing Effectiveness and Modernization Grant.

It was moved by Ms Jiang, seconded by Mr. Rogers that the correspondence from Chair Scarpitti, York Regional Police Services Board, January 30, 2017, be received.

CARRIED

66 Correspondence from Minister Marie-France Lalonde, Ministry of Community Safety and Correctional Services, February 13, 2017, regarding an update on the PEM Grant Program.

It was moved by Mr. Molyneaux, seconded by Chairman Emmerson that the correspondence from Minister Marie-France Lalonde, Ministry of Community Safety and Correctional Services, February 13, 2017, be received.

CARRIED

- 67 Memorandum from Mr. Stephen Beckett, Ministry of Community Safety and Correctional Services, February 7, 2017, regarding an update on PEM Grant Program.

It was moved by Chairman Emmerson, seconded by Ms Jiang that the memorandum from Mr. Stephen Beckett, Ministry of Community Safety and Correctional Services, February 7, 2017, be received.

CARRIED

- 68 Correspondence from Councillor Eli El-Chantiry, President, Ontario Association of Police Services Boards, February 7, 2017, regarding the Member Survey results on the Police Services Act review.

It was moved by Mr. Molyneaux, seconded by Ms Jiang that the correspondence from Councillor Eli El-Chantiry, President, Ontario Association of Police Services Boards, February 7, 2017, be received.

CARRIED

- 69 Correspondence from Mr. Chris Raynor, Regional Clerk, York Region, January 30, 2017, to the Town of Aurora regarding York Regional Police Buy and Sell Designated Areas.

It was moved by Chairman Emmerson, seconded by Ms Jiang that the correspondence from Mr. Chris Raynor, Regional Clerk, York Region, January 30, 2017, be received.

CARRIED

- 70 Correspondence from Mr. Chris Raynor, Regional Clerk, York Region, January 30, 2017, regarding the York Region Draft Diversity and Inclusion Charter.

It was moved by Mr. Molyneaux, seconded by Chairman Emmerson that the correspondence from Mr. Chris Raynor, Regional Clerk, York Region, January 30, 2017, be received and that the Chief of Police provide a report to the Board on how the Inclusion Charter applies to police procedures and practices.

CARRIED

Action: Chief of Police

- 71 Correspondence from Ms Lisa Hewison, President, Ontario Women in Law Enforcement, February 9, 2017, requesting sponsorship for the 20th Anniversary Annual Awards Banquet taking place April 28, 2017 in Mississauga, ON.

It was moved by Chairman Emmerson, seconded by Mr. Usman that the correspondence from Ms Lisa Hewison, President, Ontario Women in Law Enforcement, February 9, 2017, be received and that the Board purchase two tables of 10 in the amount of \$2,000.

CARRIED

Action: Executive Director

REPORTS OF THE CHIEF OF POLICE

72 Execution of Documents By-Law and Purchasing By-Law

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

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

CARRIED

73 Annual Solicitations and Donations

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 this report pursuant to Public Donations Board Policy No. 01/15; and
2. That the Board approve 2016 donations greater than \$10,000 from the attached Appendix A totaling \$65,556.

CARRIED

74 Annual Report on Disposal of Assets

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

1. That the Board receive this report pursuant to the Board's Purchasing By-law No. 06-14.

CARRIED

75 Annual Report on Public Complaints

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

1. That the Board receive this report pursuant to Section 31(1)(j) of the *Police Services Act*, Board By-Law No. 01-11 respecting the Administration of the Complaints Systems under Part V of the *Police Services Act*.

CARRIED

REPORT OF THE EXECUTIVE DIRECTOR

76 Public Relations Reserve Fund

It was moved by Mr. Usman, seconded by Mr. Molyneaux that the Board adopt the following recommendation contained in the Report of the Executive Director and that the Board continue to utilize the Board's Public Relations Reserve Fund with the same goals

and objectives that it has in previous years:

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

CARRIED

ADDENDUM ITEM

- 77 Memorandum from Mr. Stephen Beckett, Ministry of Community Safety and Correctional Services, February 15, 2017, regarding the Ministry Response to the Ombudsman's Report on De-Escalating conflict situations.

It was moved by Mr. Rogers, seconded by Mr. Molyneaux that the memorandum from Mr. Stephen Beckett, Ministry of Community Safety and Correctional Services, February 15, 2017, be received and that the Board forward the 2015 Use of Force report to the Ministry of Community Safety and Correctional Services.

CARRIED

Action: Executive Director

CONSIDERATION OF MOTION TO MOVE INTO PRIVATE SESSION

- 78 *It was moved by Ms Jiang, 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 10:00 a.m. and reconvened in public at 2:00 p.m.

CONSIDERATION OF MOTION TO MOVE INTO PUBLIC SESSION

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

CARRIED

CONSIDERATION OF PRIVATE ITEMS

- 80 **Human Resources**

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

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

CARRIED

81 **Sergeant or Detective Promotions**

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

1. That the Board approves the recommendations contained in this report.

CARRIED

82 **CONFIRMATORY BYLAW**

The Board had before it Bylaw No. 02-17. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

It was moved by Ms Jiang, seconded by Mr. Usman, that Bylaw No. 02-17, being “a Bylaw confirming the proceedings of the Board at this meeting,” be read and enacted.

Bylaw No. 02-17 was read and enacted as follows:

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

CARRIED

83 **ADJOURNMENT**

It was moved by Mr. Usman, seconded by Mr. Rogers that the meeting be adjourned.

CARRIED

The meeting adjourned at 2:02 p.m.

Mafalda Avellino
Executive Director

Mayor Frank Scarpitti
Chair

Minutes to be confirmed and adopted at the meeting of the Board held on March 22, 2017.

Accessible formats or communication supports are available upon request.

From: Spirit of Community Dinner [mailto:subscriptions_1099239_839678@listserv.chabad.org] On Behalf Of Spirit of Community Dinner
Sent: March-20-17 9:55 AM
To: Avellino, Mafalda
Subject: Spirit of Community Dinner

The 14th Annual Spirit of Community Dinner

Dear Friends,

This year, the 14th Annual Spirit of Community Dinner will honour Chairman and CEO, Regional Municipality of York Wayne Emmerson and Zion Sasson, M.D., F.R.C.P (C). The dinner will include a unique concert, featuring Dudu Fisher, and musical director Tomer Adaddi (www.dudufisher.com). Please see attached.

The Spirit of Community Dinner lives up to its name as an event imbued with warmth and spirit, reflecting the nature of our community. Every year hundreds of guests attend the dinner to share in an elegant evening, pay tribute to the honourees and contribute to a worthy charity.

All proceeds from the dinner benefit the Beth Chabad Israeli Community Centre, a local charity led by Rabbi Yisroel Landa. The centre provides crucial programs and services to the Canadian-Israeli immigrant population in the GTA, including social services, cultural, educational, and religious gatherings, family programs, women's groups, and seniors programs.

Participants at the dinner come from diverse ethnic and religious backgrounds and are sympathetic to the plight of new immigrants in Canada. One of the unusual aspects of the Spirit of Community Dinner is the cross-section of society that enthusiastically participates in the event, in a heartwarming display of communal acceptance and respect.

For more information on the Spirit of Community Dinner, visit our website

We look forward to greeting you!

The Chabad Hebrew Community Centre invites you to attend

The Spirit of Community Dinner

Monday, May 29th, 2017
Reception at 6:00 p.m.

Embassy Grand Convention Centre
88 The Gore Road, Brampton

Community Service Award



Wayne Emmerson
Chairman & CEO
Regional Municipality of York

Humanitarian Award



Zion Sasson
M.D., F.R.C.P.(C)

****SPECIAL PERFORMANCE BY DUDU FISHER****

Spirit of Community Dinner 2017 - Order Form

Purchaser Name: _____	Company Name: _____
Billing Address: _____	
City: _____	Postal Code: _____
Business Phone: _____	Mobile Phone: _____
Fax Number: _____	Email: _____

Purchasing: <input type="checkbox"/> VIP <input type="checkbox"/> Corporate <input type="checkbox"/> Journal Only	
<input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> Cheque	
Card Number: _____	Total Charge: _____
	Expiry Date: _____ CVV: _____

Please make cheques payable to: **Beth Chabad Israeli Community Centre**
Cheques can be mailed to: **7770 Bathurst Street, Thornhill, Ontario L4J 0H6**
Forms may be faxed to: **905-709-7917** Email: **spiritdinner@gmail.com**

Charitable tax receipts will be issued for the maximum amount allowable.

BN# 88810 0922 RR0001

VIP Table:
\$5,500

- Dinner table for 10 guests in a VIP location; 2 invitations to VIP Reception
- Full page ad in Bronze section of the commemorative Dinner Journal
- Corporate name featured on the table sign, name & logo featured on media presentation

Corporate Table
\$3,800

- Dinner table for 10 guests in a preferred location
- Full page ad in the commemorative Dinner Journal
- Corporate name featured on the table sign

Journal Ads Only ☐ Full Page \$1000 ☐ Half Page \$500 ☐ ¼ Page \$250 ☐ Business Card \$180

www.chabadisraeli.com Tel: 905-709-7770 Fax: 905-709-7917 Email: spiritdinner@gmail.com

The Premier of Ontario

Legislative Building, Queen's Park
Toronto, Ontario M7A 1A1



La première ministre de l'Ontario

Édifice de l'Assemblée législative, Queen's Park
Toronto (Ontario) M7A 1A1

February 22, 2017

His Worship Frank Scarpitti
Mayor, City of Markham
The Regional Municipality of York Police Services Board
17250 Yonge Street
Newmarket, Ontario
L3Y 6Z1



Dear Mayor Scarpitti:

Thank you for writing on behalf of the York Regional Police Services Board regarding the Policing Effectiveness and Modernization (PEM) Grant. I appreciate the time you took to share your concerns.

Ontario is committed to working with the Association of Municipalities of Ontario (AMO), our valued partners, on the Strategy for a Safer Ontario and other initiatives that will enhance the safety and well-being of our communities. I enjoyed the opportunity to meet with your Executive Committee on this topic at the beginning of February 2017, and look forward to continuing this collaboration as the strategy evolves.

Under the strategy, the Ministry of Community Safety and Correctional Services has been undertaking a review of its grant programs. Our aim is to ensure that grant funding supports modern, effective and efficient policing, and helps communities develop solutions for local safety and well-being priorities.

As you know, the ministry recently notified current recipients under the Toronto Anti-Violence Intervention Strategy (TAVIS), Provincial Anti-Violence Intervention Strategy (PAVIS), Community Policing Partnerships and Safer Communities - 1,000 Officers Partnership programs that their funding will be repurposed to create a new, transitional Policing Effectiveness and Modernization Grant.

In response to feedback from our municipal and policing stakeholders, the ministry is now delaying the full transition to the PEM Grant for one year from 2017/18 to 2018/19. This time will allow the ministry to consult with policing stakeholders, AMO and communities, which will inform changes to the grant program in 2018/19. However, in recognition of those who are interested in the PEM Grant, current recipients will have the option to apply for funding under the PEM Grant in 2017/18. Police services may choose to apply for PEM to address local risks or decide to continue with the traditional grants. Please note that budgets will not be impacted under either option in 2017/18.

.../2

The ministry will be further extending the deadline for the PEM Grant applications from March 1, 2017, to March 31, 2017. For police services/boards that continue under the traditional policing grants in 2017/18, TAVIS/PAVIS proposals will also be due to the ministry on March 31, 2017.

Additionally, the ministry will continue its consultations on the strategy and grants transformation, and will consider changes based on the outcome of these consultations. Policing and municipal stakeholders have been notified of the above noted changes.

I note that you have sent a copy of your letter to my colleague the Honourable Marie-France Lalonde, Minister of Community Safety and Correctional Services. I trust that the minister will also take council's views into consideration.

Thank you again for writing. Please accept my best wishes.

Sincerely,



Kathleen Wynne
Premier

c: The Honourable Marie-France Lalonde

**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: Sexual Violence and Harassment

DATE OF ISSUE:	February 22, 2017
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	17-0013
PRIORITY:	High

I am writing to you today to share important information regarding sexual violence and harassment.

Please find attached a memo from the Honourable Marie-France Lalonde, Minister of Community Safety and Correctional Services for further information.

The Minister is asking all police services boards and chiefs of police in Ontario to consider conducting a review of sexual assault investigations and I am requesting that information regarding the outcome of such a review be shared with the ministry, through your Police Services Advisor, for reference.

Should your police service require any assistance in relation to conducting a review, please contact your Police Services Advisor for further discussion on such a matter.

Sincerely,

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



Office of the Minister

Bureau de la ministre

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6
Tel: 416-325-0408
Fax: 416-325-6067

25, rue Grosvenor
18^e étage
Toronto ON M7A 1Y6
Tél. : 416-325-0408
Télec. : 416-325-6067

MEMORANDUM TO: Chairs, Police Services Boards

SUBJECT: Sexual Violence and Harassment

Sexual violence and harassment has no place in our society. That is why in 2015 our government launched the *It's Never Okay: An Action Plan to Stop Sexual Violence and Harassment* (Action Plan), a plan aimed at changing attitudes and behaviors, creating awareness in our communities and increasing support for survivors.

As the Minister of Community Safety and Correctional Services, a woman and a mother, I fully support Minister Goodale's call to police services across Canada to re-examine their handling of sexual assault cases. I echo his message and ask that all police services boards and chiefs of police in Ontario begin similar reviews of the way sexual assault cases are handled, including policies and procedures at the local level. I would also encourage all police services, in conducting such reviews, to consider working collaboratively with local community and justice partners. Once complete, I ask that all findings be shared with my Ministry to inform our ongoing work to ensure victims of sexual violence feel safe reporting these crimes to police and that when they do, they are granted the timely and dignified response from our justice system that they deserve.

I am pleased to see that several police services in Ontario, including the Ontario Provincial Police (OPP), have already proactively started reviews. I commend these police services for taking swift and decisive action.

Work to tackle this issue is already underway in Ontario, but we know there is always more that we can do. Through the Strategy for a Safer Ontario, our government is re-examining policing as a whole, working to modernize and standardize police practices across the province. Through the Action Plan, we funded research in the field of sexual violence and are taking a number of steps with regard to sexual assault cases, including enhanced training for police and improving data collection. Further, my Ministry also recently launched a new grant program to support a more compassionate and sensitive response from police, including support services provided to survivors as well as police investigative practices. The successful recipients of this new program were announced earlier this week.

Thank you for your attention on this important matter and we look forward to hearing from your services as the work on your reviews progresses.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marie-France Lalonde'.

Marie-France Lalonde
Minister



February 16, 2017

Christopher Raynor, Clerk
The Regional Municipality of York Police Service Board
17250 Yonge Street
Newmarket, Ontario
L3Y 6Z1



Dear Mr. Raynor,

Please include this correspondence with your March 22, 2017 agenda of the York Police Services Board.

The Globe and Mail reports that the 5-year unfounded sexual assault rate for York Region Police is 31%. Of a total 2,058 complaints received by police between 2010 to 2014, 646 were dismissed because the police concluded that the alleged assault never happened. Of the sexual assault allegations received during this period, 790 resulted in charges being laid by police.

In comparison, The City of Toronto received more than 5 times the complaints of sexual assault over this same period of time. Yet, Toronto Police dismissed just 7% of the cases as unfounded. 78% of complaints about sexual assault received by Toronto Police resulted in charges being laid, compared to just 38% of complaints in York Region that resulted in charges laid.

Not too long ago, the Ontario Government launched a \$41-million ad campaign asking citizens to help stop the spread of sexual violence. On social media, the hash tag #ItsNeverOK was used. On television, commercials reminded us that when we do nothing, we are helping the perpetrator. When we do something, we help the victim of sexual violence. "Thanks for not telling," was the tagline in these commercials.

With a population of 1,122,803, we see that incidents of sexual assault are under-reported in comparison to the City of Toronto. It isn't hard to imagine why victims are afraid to come forward to the police judging by the odds that their assault will be dismissed as unfounded by York Region Police.

Residents need to have confidence in York Regional Police and their ability to investigate crimes. We are seeking assurances that those responsible for sexual assault crimes will be brought to justice.

Other police services, such as the OPP and Brantford Police, have responded to the Globe and Mail's report with promises to re-examine complaints closed as unfounded. It is frankly unacceptable that The

Regional Municipality of York Police Service Board did not consider the Globe and Mail's report during your February 15, 2017 meeting.

It is the responsibility of the York Police Services Board to provide civilian oversight of our police force. The issue of sexual assault crimes can no longer be dismissed/ ignored. We are asking you to direct Chief Joliffe to put more resources towards this criminal activity to ensure that victims of sexual assault are confident to report crimes to York Police. We are also seeking Chief Joliffe to provide answers as to why so many complaints have been dismissed/ ignored in comparison to Toronto Police records. And finally, we would like explanations why Toronto Police have almost twice the success at bringing charges against a perpetrator as compared to York Region Police.

We suspect that the answers to these issues lies within the area of proper allocation of resources within the police budget towards sexual assault investigations. This means that your Board and the senior management team at York Regional Police must do a better job of using budgets more effectively.

We look forward to your response to this very serious matter.

Sincerely,



Maddie Di Muccio
President
York Region Taxpayers Coalition

cc.

The Honourable Chris Ballard, MPP Newmarket-Aurora (cballard.mpp.co@liberal.ola.org)

The Honourable Steven Del Duca, MPP Vaughan (sdelduca.mpp.co@liberal.ola.org)

The Honourable Helena Jaczek, MPP Oak Ridges - Markham (hjaczek.mpp.co@liberal.org)

The Honourable Michael Chan, MPP Markham - Unionville (mchan.mpp.co@liberal.org)

The Honourable Reza Moridi, MPP Richmond Hill (rmoridi.mpp.co@liberal.org)

Julia Munro, MPP York - Simcoe (julia.munro@pc.ola.org)

Gila Martow, MPP Thornhill (gila.martow@pc.ola.org)



MEMORANDUM

To: York Regional Police Services Board
From: Mafalda Avellino, Executive Director
Date: Wednesday, March 22, 2017
Subject: TTC Special Constable Status in York Region

On February 24, 2017, Board staff received the attached correspondence and staff report entitled "TTC Special Constable Status in the Regional Municipality of York" from the Toronto Transit Commission with recommendations for consideration by the York Regional Police Services Board. Following discussions with Region Legal, the following is recommended:

1. That the Board refer the attached correspondence and staff report from the Toronto Transit Commission to Region staff for a follow-up report.

Mafalda Avellino
Executive Director

Attach: (2)

TORONTO TRANSIT COMMISSION



JOSH COLLE
CHAIR
ALAN HEISEY, Q.C.
VICE-CHAIR
ANDY BYFORD
CHIEF EXECUTIVE OFFICER

RICK BYERS
JOHN CAMPBELL
SHELLEY CARROLL
VINCENT CRISANTI
GLENN DE BAEREMAEKER

JOANNE DE LAURENTIIS
RON LALONDE
JOE MIHEVC
DENZIL MINNAN-WONG



February 24, 2017

Frank Scarpitti, Chair
Regional Municipality of York Police Services Board
17250 Yonge Street, 3rd Floor
Newmarket, Ontario
L3Y 6Z1

Dear Chair Scarpitti:

At its meeting on Tuesday, February 21, 2017 the Toronto Transit Commission Board considered the attached report entitled "TTC Special Constable Status in the Regional Municipality of York".

The Board adopted the recommendations in the staff report, as follows:

"It is recommended that the TTC Board:

1. Approve the attached position paper to the YRPS Board to initiate a new Special Constable Agreement between the two agencies.
2. Forward the attached position paper to the YRPS Board for consideration to appoint Transit Enforcement Officers as special constables for the purpose of supporting the TTC's by-law and limited law enforcement objectives".

The foregoing is submitted for the consideration of the Regional Municipality of York Police Services Board.

Sincerely,

A handwritten signature in black ink that reads 'Vincent Rodo'.

Vincent Rodo
Chief Financial &
Administration Officer

1-11
Attachment





STAFF REPORT ACTION REQUIRED

TTC Special Constable Status in the Regional Municipality of York

Date:	Tuesday, February 21, 2017
To:	TTC Board
From:	Andy Byford, Chief Executive Officer

Summary

As the first Toronto Transit Commission (TTC) subway line to cross the City of Toronto boundary, the Toronto-York Spadina Subway Extension project (TYSSE) will provide a critical extension for the existing subway system across the municipal boundary between the City of Toronto and The Regional Municipality of York (York Region). The TTC will continue to operate this line as part of its current service. An operational Memorandum of Understanding is currently being negotiated between TTC and York Region Transit (YRT) whereby the TTC is responsible for law enforcement and security in York Region at underground TYSSE stations. TTC Enforcement staff will work cooperatively with YRT/Viva Enforcement staff at TYSSE stations to ensure adequate safety and security of the facilities, our employees and our customers both above and below ground. In 2010, a joint services agreement provided YRT/Viva Special Constables with enforcement powers as they pertain to YRT/Viva operations with the City of Toronto.

As part of the TYSSE Memorandum of Understanding: Operation and Maintenance of Spadina Subway Extension, dated Dec 15, 2008 as between TTC, York Region and the City of Toronto, it was agreed that subject to approval of YRPS, TTC would be responsible for fare enforcement, law enforcement and security of the TYSSE.

The purpose of the 2017 Toronto Transit Commission Position Paper for Special Constable Status in the Regional Municipality of York is to provide the Regional Municipality of York Police Services (YRPS) Board and the Chief of Police with sufficient information and justification to confer limited powers and authorities under selected federal and provincial legislation to employees of the TTC Transit Enforcement Unit. With the approval of the Ministry of Community Safety and Correctional Services, this would be accomplished by appointing them as Special Constables under section 53 of the *Police Services Act*, R.S.O.

Recommendations

It is recommended that the Board:

1. Approve the attached position paper to the YRPS Board to initiate a new Special Constable Agreement between the two agencies.
2. Forward the attached position paper to the YRPS Board for consideration to appoint Transit Enforcement Officers as special constables for the purpose of supporting the TTC's bylaw and limited law enforcement objectives.

Financial Impact

Two additional Special Constable positions have been included in the 2017 TTC operating budget. On an annual basis, that would create an expenditure of approximately \$180,000.

The Chief Financial & Administration Officer has reviewed this report and agrees with the financial impact information.

Decision History

In January of 2002 at the request of the TTC and with the approval of the Minister of Community Safety and Correctional Services, the YRPS Board designated employees of the TTC responsible for law enforcement and security as special constables. The purpose of this designation was to provide TTC officers with appropriate authorities to effectively deal with issues that arose from their duties. This agreement was suspended in February of 2012 while the TTC studied the most appropriate model of transit policing and security. Special constable status had been suspended between the TTC and the Toronto Police Services (TPS) Board in February of 2011.

The TTC executed a new Special Constable Agreement with the TPS Board in May of 2014.

Within the City of Toronto, TTC Transit Enforcement Officers provide effective law enforcement and security services consistent with the business needs of the TTC in partnership with the TPS and the TPS Board.

Issue Background

The TTC has authority to enact by-laws regulating the use of its transit system and has enacted By-law No. 1 – a by-law regulating the use of the TTC local passenger transportation system.

The TTC has established a Transit Enforcement Unit in order to protect the integrity of the transit system, perform security and limited law enforcement functions with respect to TTC

properties and assets, and to ensure that the transit system remains a safe and reliable form of transportation.

Since July of 1987 the TTC has employed staff with Provincial Offences Officer status. These officers provide a visible presence, enforce TTC by-laws, and respond to calls for service in order to help preserve the peace, to protect the safety of TTC customers and employees and to protect TTC assets.

Order maintenance, proactive fare enforcement and bylaw enforcement on the transit system are generally not policing matters; rather they are matters of a corporate and public interest, both of which would normally be addressed by the transit authority.

It is in the best interests of the TTC and York Region to respond to and mitigate transit disruptions as quickly and efficiently as possible to ensure public safety is maintained at all times. Special constable authority for Transit Enforcement Officers is beneficial in supporting the TTC's by-law enforcement and limited law enforcement objectives with a view to ensuring safe and efficient transit operations.

A new special constable agreement between the TTC and the YRPS Board recognizes the need for adequate and effective powers and authorities to ensure Transit Enforcement Officers have the ability and tools to perform their functions while also ensuring accountability.

In support of YRP operations, the proposed additional authorities will allow Transit Enforcement Officers to deal effectively and efficiently with any issue that arises as a result of their duties and respond to TTC emergencies with an objective to minimize service disruptions that can result in significant public safety issues, and transit and traffic gridlock.

In 2015, the TTC set an all-time record of 538 million rides, surpassing its previous all-time total of 535 million set in 2014.

TTC ridership has increased each year for the last 12 years. Total ridership in 2003 was 405.4 million.

The TTC has the third largest ridership in North America, after Mexico City and New York City – cities with populations greater than eight million people.

To ensure that Transit Enforcement Officers can effectively and efficiently carry out their security related duties, staff is seeking the Board's concurrence to seek a new Special Constable Agreement with the YRPS Board.

Accessibility/Equity Matters

As Transit Enforcement Officers have significant public contact and perform both enforcement and customer service roles, equity becomes an important factor. Challenges serving customers in a diverse population and living with a mental illness will arise. The importance of having the skills necessary to ensure all customers are treated equally and with dignity and respect, is crucial. All front line members of the Transit Enforcement Unit participate in a mandatory five-day mental health awareness training program. This

training program covers such topics as Understanding Mental Illness, Psychological First Aid, Crisis Intervention and De-Escalation, Self-Care: Maintaining Health and Well-Being and includes an interactive panel discussion with community members living with a mental illness. Members also participate in instructor led training delivered by the Alzheimer's Society of Toronto and the City of Toronto Streets to Homes program. Transit Enforcement Officers participate in holistic simulation based training as part of the curriculum. All front line members of the Transit Enforcement Unit also participate in mandatory e-learning diversity and inclusion training as facilitated by the Ontario Police Video Training Alliance and instructor-led or e-learning training by the TTC Human Rights and Diversity Unit. In addition to the aforementioned diversity and inclusion training, all new Transit Enforcement Officer Recruits also participate in an extra one-day, interactive, instructor-led diversity course. As the training program evolves, should equity issues be identified, they will be resolved using a collaborative approach with appropriate stakeholders consulted, best practices identified, and policy and procedural changes made as required.

Recently, the Transit Enforcement Unit has also engaged with our City of Toronto partners at the SPIDER (Specialized Program for Inter-divisional Enhanced Responsiveness) Program. This is a city wide program that provides response to complex and unresolved health and safety risks that involve vulnerable individuals.

Comments

The YRPS Board is responsible for the provision of adequate and effective police services in York Region pursuant to the provisions of Part III of the *Police Services Act*, R.S.O. 1990 Chap. P-15, (the "PSA").

The TTC is a local passenger transportation commission operating within the Greater Toronto Area. The TTC operates a transit system pursuant to the provisions of the *City of Toronto Act, 2006*, S.O. 2006, c. 11, Schedule A, as amended (the "COTA").

As the first subway line to cross the City of Toronto boundary, the TYSSE will provide a critical extension for the existing subway into York Region. Service on the new extension is planned to start at the end of 2017. It is anticipated that an additional 30 million riders will use the entire TTC system in the first year of the TYSSE opening. The TYSSE is an 8.6 km addition with a total of 6 stations to be built from Downsview Station northwest through York University within the City of Toronto and north to the Vaughan Metropolitan Centre in York Region. The 6.2-kilometre Toronto portion of the extension will connect Downsview Station to Steeles Avenue. The remaining 2.4-kilometre York Region portion will connect Steeles Avenue to the Vaughan Metropolitan Centre.

The TTC Transit Enforcement Unit is comprised of four sections: patrol operations, fare inspection, training and administration and system security. Major functions include:

- Proactive and reactive order maintenance and law enforcement activities to both the subway and surface;

- Ongoing development and implementation of an enhanced system security program.

Currently, within the City of Toronto, Transit Enforcement Officers carry out the duties of a sworn special constable/peace officer, and agent/occupier of the TTC, in accordance with the Criminal Code of Canada, the TTC's Special Constable Agreement with the TPS Board and the rules and regulations governing their special constable appointment, TTC and departmental policies and standards of the department's code of conduct. Transit Enforcement Officers have also been conferred with limited police officer designation for specified sections of the Trespass to Property Act, Liquor License Act and Mental Health Act. On April 26, 2016, the TPS agreed to proceed with the development and implementation of an initiative, reviewable after one year involving:

- Direction of traffic by police officer, section 134. {1) Highway Traffic Act;
- Removal of vehicle, debris blocking traffic, section 134.1 {1){2)(3){4) Highway Traffic Act;

Transit Enforcement Officers have also been designated as Provincial Offences Officers for the purposes of enforcement of the Liquor License Act, Trespass to Property Act and TTC By-law No. 1.

In addition, on April 26, 2016, the TPS agreed to proceed with the development and implementation of an initiative, reviewable after one year involving:

- Provincial Offences Officer Status under Part II of the Provincial Offences Act R.S.O

Staff is requesting a new agreement with the YRPS Board to designate Transit Enforcement Officers as special constables with limited powers and authorities under selected federal and provincial statutes to support a more effective partnership with the YRPS in creating a safe and secure transit environment while maintaining an appropriate duty of care to customers using the system.

The limited powers and authorities being requested by the TTC from the YRPS Board for Transit Enforcement Officers are similar to those conferred upon TTC Special Constables by the TPS Board. These powers and authorities are also consistent with those afforded to special constables employed by other large transit operators for limited law enforcement, and fare and by-law enforcement functions. The dedicated uniformed presence the TTC's Transit Enforcement Officers provide in partnership with the YRPS and York Region Transit Enforcement serves to enhance public confidence in the safety and security of the transit system.

The Transit Enforcement Unit has established a complaint investigation procedure for the intake and investigation of complaints concerning the conduct of a special constable. All public complaints regarding the conduct of a sworn Transit Enforcement Officer will be subject to investigation by the YRPS. The TTC Unit Complaints Coordinator is responsible for receiving and administering the complaints investigation process.

The TTC is committed to a full range of accountability to the YRPS Board. Powers and authorities conferred upon its Transit Enforcement Officers by the YRPS Board will be exercised to meet the needs and expectations of the TTC and the York Region Transit community having full regard to the agreement between the TTC and the YRPS Board and in compliance with the policies, procedures and core values of the YRPS.

Conclusion

The role of the Transit Enforcement Officer is clear and includes crime prevention, fare and by-law enforcement, limited law enforcement and response to TTC emergencies and security related incidents. The transit system is a very specialized environment with unique needs and circumstances that are not found in other elements of the community.

The goal of any modern rapid transit system is to provide effective and efficient transit services to the public. The focus for the Transit Enforcement Officer is community and customer oriented by providing customer awareness and assistance to transit riders using the system, enhancing public awareness of crime prevention strategies and providing a security related function in matters of public safety, public interest and when the corporate business needs of the TTC require such action.

Limited special constable powers and authorities for the TTC's Transit Enforcement Officers in their proposed form are intended to contribute to an effective partnership with the YRPS and York Region Transit Enforcement to provide a safe, secure, and efficient transit service. Transit Enforcement Officers are trained and supervised to ensure they exercise their authorities granted by the YRPS Board both professionally and responsibly in instances when immediate action is favourable to public safety, the public interest, the interests of the YRPS and the TTC's corporate interests.

Contact

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Attachments

2017 Toronto Transit Commission Position Paper for Special Constable Status in the Regional Municipality of York

2017 Toronto Transit Commission Position Paper for Special Constable Status in the Regional Municipality of York

Proposed Special Constable Powers and
Authorities for Transit Enforcement Officers



Prepared: January 2017

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Preface

The purpose of this document is to provide the Regional Municipality of York Police Services Board (the Board) and The Chief of Police with sufficient information and justification to confer limited powers and authorities under selected federal and provincial legislation to employees within the Transit Enforcement Unit of the Toronto Transit Commission (TTC). With the approval of the Ministry of Community Safety and Correctional Services, this would be accomplished by appointing them as Special Constables under section 53 of the *Police Services Act*, R.S.O.

Each legislated authority discussed has been divided into three parts: a purpose, a rationale and application and identifies the specific sections being requested. The Purpose serves to provide a brief background of relevance to the safety and security of the transit system. The Rationale provides a basis for requesting the authority outlining the benefits for the York Regional Police Service, the TTC and the transit community. Lastly, the Application describes how a Transit Enforcement Officer with Special Constable Status will professionally and responsibly apply the authority while executing their duties for the TTC while adhering to TTC policy and procedure, Code of Conduct, and terms of agreement with the Board.

Combined, all three components: Purpose, Rationale and Application, form the framework of justification for each authority requested from the Board.

Background

The Board is responsible for the provision of adequate and effective police services in the Regional Municipality of York pursuant to the provisions of Part III of the *Police Services Act*, R.S.O. 1990 Chap. P-15, (the "PSA").

The TTC is a local passenger transportation commission operating within the Greater Toronto Area. The TTC is a branch of the City of Toronto and operates a transit system pursuant to the provisions of the *City of Toronto Act, 2006*, S.O. 2006, c. 11, Schedule A, as amended (the "COTA").

The TTC has authority to enact by-laws regulating the use of its transit system and has enacted By-Law No. 1 – a by-law regulating the use of the Toronto Transit Commission local passenger transportation system.

The TTC has established a Transit Enforcement Unit in order to protect the integrity of the transit system, perform security and limited law enforcement functions with respect to TTC properties and assets and to ensure that the transit system remains a safe and reliable form of transportation.

In 2015, the TTC set an all-time record of 538 million rides, surpassing its previous all-time total of 535 million set in 2014.

TTC ridership has increased each year for the last 12 years. Total ridership in 2003 was 405.4 million.

Nearly 85 per cent of all local transit trips in the GTA are made on the TTC. With more than 1.7 million customers on an average weekday, the TTC maintains a cost-recovery rate of more than 70 per cent from the farebox – one of the highest on the continent.

The TTC has the third largest ridership in North America, after Mexico City and New York City – cities with populations greater than eight million people.

Since July of 1987 the TTC has employed staff with Provincial Offences Officer status. These officers provide a visible presence, enforce TTC by-laws, and respond to calls for service in order to help preserve the peace, to protect the safety of TTC customers and employees and to protect TTC assets.

At the request of the Toronto Transit Commission (TTC) and with the approval of the Minister of Community Safety and Correctional Services, the Board designated employees of the TTC responsible for law enforcement and security as Special Constables in January of 2002. This agreement expired in February of 2012 while the TTC studied the most appropriate model of transit policing and security.

As the first TTC subway line to cross the City of Toronto boundary, the Toronto-York Spadina Subway Extension Project will provide a critical extension for the existing subway system across the municipal boundary between the City of Toronto and The Regional Municipality of York. TTC bus service in York Region is operated for York Region Transit.

The Toronto - York Spadina Subway Extension (TYSSE) is an 8.6km addition with a total of 6 stations to be built from Downsview Station northwest through York University within the City of Toronto and north to the Vaughan Metropolitan Centre, in The Regional Municipality of York. The 6.2-kilometre Toronto portion of the extension will connect Downsview Station to Steeles Avenue. The remaining 2.4-kilometre York portion will connect Steeles Avenue to the Vaughan Metropolitan Centre. The TTC will continue to operate this line as part of its current service. Service on the new extension is planned to start at the end of 2017. It is anticipated that an additional 30 million riders will use the entire TTC system in the first year of the YYSSE opening.

An operational Memorandum of Understanding is currently being negotiated between TTC and York Region Transit (YRT) whereby the TTC is responsible for law enforcement and security in York Region at underground YYSSE stations. TTC Enforcement staff will work cooperatively with YRT/Viva Enforcement staff at YYSSE stations to ensure adequate safety and security of the facilities, our employees and our customers both above and below ground. In 2010, a joint services agreement provided YRT/Viva Special Constables with enforcement powers as they pertain to YRT/Viva operations with the City of Toronto. To encourage commuters to use the subway system, 2,900 parking spaces are planned for various stations. Commuter parking lots are planned at the Finch West station with 400 spaces, Pioneer Village station with 1,850 spaces, and Highway 407 station with 563 spaces. TTC will not have parking lots at Downsview Park Station, York University Station or Vaughan Metropolitan Centre Station.

The TTC Transit Enforcement Unit is part of the Service Delivery Group and reports to the Chief Service Officer. The department is managed by the Head-Transit Enforcement and is comprised of four sections: Patrol Operations, Fare Inspection, Training and Administration and System Security. Major functions include:

- Proactive and reactive order maintenance and law enforcement activities to both the subway and surface;

- Ongoing development and implementation of an enhanced System Security Program.

In May of 2014, the TTC executed a new Special Constable Agreement with the Toronto Police Services Board.

Within the City of Toronto, Transit Enforcement Officers provide effective law enforcement and security services consistent with the business needs of the Toronto Transit Commission in partnership with the Toronto Police Service and the Toronto Police Services Board.

In general, Transit Enforcement Officers carry out the duties of a Sworn Special Constable/Peace Officer, agent/occupier of the TTC, in accordance with the Criminal Code of Canada, the TTC's Special Constable contract with the Toronto Police Services Board and the rules and regulations governing their Special Constable appointment, TTC and Departmental policies and standards of the Department's Code of Conduct. Transit Enforcement Officers have also been conferred with limited police officer designation for specified sections of the Trespass to Property Act, Liquor License Act and Mental Health Act. On April 26, 2016, the Transit Enforcement Unit received support from the Toronto Police Service to develop and implement an initiative, reviewable after one year, involving:

- Direction of traffic by police officer, section 134. {1} Highway Traffic Act;
- Removal of vehicle, debris blocking traffic, section 134.1 {1}{2}(3){4} Highway Traffic Act;

Transit Enforcement Officers have also been designated as Provincial Offences Officers for the purposes of enforcement of the Liquor License Act, Trespass to Property Act and TTC Bylaw No. 1.

In addition, on April 26, 2016, the Transit Enforcement Unit received support from the Toronto Police Service to develop and implement an initiative, reviewable after one year, involving:

- Provincial Offences Officer Status under Part II of the Provincial Offences Act R.S.O

The TTC is seeking a new agreement with the Board to designate Transit Enforcement Officers as Special Constables with limited powers and authorities under selected federal and provincial statutes to support a more effective partnership with the York Regional Police Service in creating a safe and secure transit environment while maintaining an appropriate duty of care to customers using the system.

Mandate Of TTC Transit Enforcement Officers

Order maintenance, proactive fare and bylaw enforcement are generally not matters of public safety; rather they are matters of a corporate and public interest, both of which would normally be addressed by the transit authority. It is in the best interests of the TTC, the Regional Municipality of York and the public to address these issues as efficiently and effectively as possible.

Planned or unplanned subway service disruptions have the potential to create severe traffic and transit gridlock as the TTC has to resort to shuttle buses to replace the affected portion of the subway, customers resort to driving their automobiles and other modes of transportation and often overcrowding conditions create a serious public safety risk.

It is in the best interests of the TTC and the Regional Municipality of York to respond to and mitigate transit disruptions as quickly and efficiently as possible with a swift response. In support of the Region's priority to modernize transit and relieve traffic congestion, our challenge is to keep transit moving.

Special Constable authority for TTC Transit Enforcement Officers is beneficial in supporting the TTC's by-law enforcement and limited law enforcement objectives with a view to ensuring safe and efficient rapid transit operations.

The new agreement between the TTC and the Board would recognize the need for adequate and effective powers and authorities for Transit Enforcement Officers to ensure they have the ability and tools to perform their functions while also ensuring accountability.

In support of York Regional Police operations, the proposed additional authorities will allow Transit Enforcement Officers to deal effectively and efficiently with any issue that arises as a result of their duties and respond to TTC emergencies with an objective to minimize service disruptions which could potentially result in significant public safety issues, and transit and traffic gridlock.

To ensure that Transit Enforcement Officers can effectively and efficiently carry out their security related duties, Special Constable Status is being requested.

Rationale for Special Constable Status

The presence of both York Regional Police Officers and Transit Enforcement Officers provides enhanced safety and security for the TTC's employees and customers.

The role of a Transit Enforcement Officer, with limited powers and authorities is in many cases, the appropriate 'mode of response' to deal with issues that result out of their core function which is by-law and limited law enforcement.

The proposed limited Special Constable powers and authorities are designed to protect the health and safety of the Transit Enforcement Officer when otherwise benign situations unexpectedly escalate, as well as to deal with situations that are of an immediate public safety nature or in the public's interest when it is neither reasonable nor practical to await the arrival of the police.

A structured system for reporting Special Constable activity in relation to the powers and authorities granted Transit Enforcement Officers by the Board will be put in place to ensure compliance with the terms and conditions of the agreement and to ensure Transit Enforcement Officers use their powers and authorities responsibly and lawfully.

A report of all enforcement activity will be submitted to the York Regional Police Service daily for review. The TTC will report annually to the Board in a largely statistical report that amongst other things will identify the training received by Transit Enforcement Officers to ensure training is current thereby minimizing risk to both the TTC and the Board. Training standards will be prescribed by Board and Service. In addition, a new Code of Conduct for each member of the Transit Enforcement Unit has been developed to ensure that the roles and responsibilities of the Transit Enforcement Special Constable are understood.

Geographic Jurisdiction

The geographic jurisdiction the TTC is requesting from the Board will be limited to:

- a) any TTC property which includes: all lands, facilities, structures, stations and vehicles owned, leased, occupied or maintained by the TTC, where an offence has occurred on or relation to TTC property;
- b) any place in the Regional Municipality of York provided the Transit Enforcement Officer has a legal authority to arrest a suspect(s) and that suspect(s) has made fresh departure from TTC property as defined in paragraph (a), and where not taking action may result in:
 - public safety being compromised;
 - the immediate opportunity for police to further investigate an offender being lost;
 - the undue disruption of transit service, and;
 - public order in the transit system being compromised;
- c) any place in the Regional Municipality of York for the purpose of transporting persons detained in custody to a police facility or medical facility or as otherwise directed by an Officer-in-Charge of the Service;
- d) any place in the Regional Municipality of York for the purpose of exercising powers and authorities as granted by the Board under the Highway Traffic Act or Part II of the Provincial Offences Act.

Requested Authorities, Federal Legislation

FEDERAL LEGISLATION

Peace Officer Status

Purpose

A Transit Enforcement Officer who while performing their normal duties, has, in relation to an offence under any Act or regulation, the powers and obligations of a peace officer under ss. 495 to 497 of the *Criminal Code*.

Rationale

Peace officer authority (under ss. 495 to 497 of the *Criminal Code*) will provide Transit Enforcement Officers with powers and authorities beyond those of a citizen to affect arrests where reasonable grounds exist to believe the individual has committed an indictable offence or that the person is named in a criminal warrant. The powers of a peace officer will be limited as a Transit Enforcement Officer may not use any power conferred by his/her appointment as a Special Constable for enforcement of the *Criminal Code* for the sole purpose of looking for evidence of a criminal offence. If a Transit Enforcement Officer while performing his/her normal or regular duties encounters a person engaging (or is advised by a third party of such action) in criminal activity, the additional powers of a peace officer will enable the Transit Enforcement to take appropriate action.

Application

Based on an objective view of the circumstances, immediate action pursuant to the Criminal Code is necessary when it is likely the offender will escape criminal liability if action is not taken and it is neither reasonable nor practical given the circumstances, to await the arrival of a police officer and the arrest or detention is:

- in the interest of the public;
- in the interest of public safety;
- for lawful search and seizure;
- to maintain order on the transit system;
- for officer safety;
- to ensure operational effectiveness;
- to minimize exposure to civil and/or criminal liability due to an unlawful or unreasonable detention.

Where not taking action may result in:

- public safety being compromised;
- officer safety being compromised;
- the immediate opportunity for police to further investigate an offender being lost;
- the undue disruption of transit service, and;
- public order in the transit system being compromised.

The TTC is requesting peace officer authority for Transit Enforcement Officers for all sections of the Criminal Code and ancillary Acts as required to support issues that may arise out of their duties.

Requested Authorities, Provincial Legislation

MENTAL HEALTH ACT R.S.O. 1990, CHAPTER M.7

Apprehension Authority Required: Section 16, 17 and 28

Section 16 (Justice of the Peace's Order for Psychiatric Examination)

Purpose

To provide authority to Transit Enforcement Officer to take a person named in an order by a justice of the peace into custody forthwith and transport that person to an appropriate place for treatment.

Rationale

Transit Enforcement Officers in the performance of their duties encounter persons in distress suffering from mental illness. On occasion, the person has already been named on a Justice of the Peace's Order for Psychiatric Examination. Reasonable cause has already been demonstrated to a Justice of the Peace that the person named in the order:

- a) has threatened or attempted or is threatening or attempting to cause bodily harm to himself or herself;
- b) has behaved or is behaving violently towards another person or has caused or is causing another person to fear bodily harm from him or her; or
- c) has shown or is showing a lack of competence to care for himself or herself, **and:**

and in addition based upon the information before him or her the justice of the peace has reasonable cause to believe that the person is apparently suffering from mental disorder of a nature or quality that likely will result in:

- d) serious bodily harm to the person;
- e) serious bodily harm to another person; or
- f) serious physical impairment of the person,

Application

If encountering a person apparently in distress and suffering from a mental illness the subsequent investigation reveals a Justice of the Peace has ordered that person be taken to an appropriate facility for treatment the Transit Enforcement Officer in consultation with the York Regional Police Officer in charge of the division may execute the said order.

The TTC is requesting apprehension authority for Transit Enforcement Officers under section 16 of the Mental Health Act to ensure persons requiring immediate intervention under the Act receive the protection and medical treatment required.

Section 17 (Action by Police Officer)

Purpose

To intervene in situations where a person facing mental health challenges that are potentially life threatening or may result in serious injury, receives the assistance and care required to prevent harm to themselves or others.

Rationale

Transit Enforcement Officers while on duty will encounter individuals who appear to be suffering from a mental illness and who may present a physical danger to themselves or to others.

Before exercising apprehension authority under section 17 of this Act, Transit Enforcement Officers consider the following:

- a) has the person threatened or attempted or is threatening or attempting to cause bodily harm to himself or herself;
- b) has the person behaved or is behaving violently towards another person or has caused or is causing another person to fear bodily harm from him or her; or
- c) has the person shown or is showing a lack of competence to care for himself or herself, **and:**

the Transit Enforcement Officer is of the opinion that the person is apparently suffering from mental disorder of a nature or quality that likely will result in:

- d) serious bodily harm to the person;
- e) serious bodily harm to another person; or
- f) serious physical impairment of the person,

For the immediate protection of the individual and the collateral protection of the public, Transit Enforcement Officers will exercise the authority granted under this Act to ensure a

person who appears to be suffering from a mental disorder is transported to a medical facility where a qualified physician will make an assessment.

Application

Based on an objective view of the circumstances, immediate intervention of a person believed to be suffering from a mental disorder is paramount to ensure the safety of that person when it is neither practical nor reasonable to await the arrival of police or a crisis team and intervention and apprehension is:

- in the immediate public interest;
- in the immediate interest of public safety;
- for the immediate safety of the individual;
- for the immediate safety of other members of the public

Where not affecting an apprehension may result in:

- serious bodily harm to the person, or;
- serious bodily harm to another person, or;
- serious physical impairment to the person, and;
- officer safety being compromised;
- the exposure to civil and/or criminal liability due to an unlawful detention and;
- the undue disruption of transit service.

The TTC is requesting apprehension authority for Transit Enforcement Officers under section 17 of the Mental Health Act to ensure persons requiring immediate intervention under the Act receive the protection and medical treatment required.

LIQUOR LICENSE ACT R.S.O. 1990, CHAPTER L.19

Arrest and Seizure Authority Required: sections 31(5), 36(1), 47(1) and (1.1) and 48

Purpose

To give Transit Enforcement Officers adequate powers and authorities under the Liquor Licence Act to deal with infractions that may pose an immediate risk to public or employee safety (e.g. intoxicated persons) or that may be in the public interest from the standpoint of preserving public order in the transit system, preventing service interruptions, or that may be of a TTC corporate interest from the standpoint of customer safety or civil liability.

Rationale

Transit Enforcement Officers are routinely called upon to deal with disorderly conduct and security related incidents on the transit system. Often, they encounter individuals who are intoxicated and/or who have consumed or are consuming alcohol unlawfully and may be acting in a disorderly manner or interfering with the ordinary use and enjoyment of the transit system. The identified sections of the Liquor License Act will authorize Transit Enforcement Officers to take the requisite action to prevent continuation of offences and ensure persons who are unable to care for themselves through the consumption of alcohol receive the treatment required at a medical or detoxification facility or are lodged in a place of safety (police facility) until fit to care for themselves.

It is not uncommon for intoxicated persons to ride the transit system, nor is it uncommon for intoxicated persons to be incapable of caring for their own safety and in some instances from becoming aggressive and thereby, posing a threat to other users of the transit system.

Application

Based on an objective view of the circumstances, immediate action pursuant to subsection 31(5) of the Act is necessary when it is neither practical nor reasonable to await the arrival of a police officer and affecting an arrest will:

- significantly reduce the risk of an intoxicated person harming him or herself;
- significantly reduce the risk of an intoxicated person harming another user of the transit system;
- begin the detoxification treatment process at the earliest possible opportunity by facilitating transport under section 36, to a medical or detoxification facility;
- ensure persons exhibiting aggressive behaviour are delivered to a police facility **and**;

where taking immediate action under section 31(5) will:

- serve the public interest for the efficient operation or resumption of transit service and to ensure operational effectiveness;
- in the interest of public safety, maintain order on the transit system;
- ensure the safety of the individual;
- ensure the safety of the Transit Enforcement Officer through taking physical control of the person;
- minimize exposure to civil and/or criminal liability due to an unlawful or unreasonable detention

- under section 36, protect the Transit Enforcement Officer from an action or other proceeding for damages on the grounds that a person brought to a medical facility, is treated without consent.

Since the provision for arrest and detention under section 48 only survives the refusal of or tendering of false identification, release from custody and commencement of a proceeding by way of Provincial Offence Notice or Summons will immediately occur upon the correct identification being given, thereby ensuring the public's interest for any judicial proceeding.

Seizure

When an arrest cannot be made in relation to the Act and there is a need to prevent the continuation of an offence under this Act, or to seize evidence required to establish a prima-facie case with a reasonable prospect for conviction, Transit Enforcement Officers require authority under subsection 47(1) and (1.1) to seize without warrant, property that the Transit Enforcement Officer reasonably believes will afford evidence of an offence under this Act or property that will prevent a continuation of an offence under this Act.

Application

Based on an objective view of the circumstances, property under section 47 would be typically restricted to:

- liquor and the packages in which it is kept that were used in connection with the offence
- identification that was provided as false identification

The TTC is requesting arrest and seizure authority for its Transit Enforcement Officers for subsections 31(5), 36(1), 47(1) and (1.1) and 48 of the Liquor Licence Act relevant to enforcement, procedure and seizure of liquor illegally being conveyed on the transit system.

TRESPASS TO PROPERTY ACT R.S.O. 1990, Chapter T.21

Purpose of the Act

The Trespass to Property Act is a statute affording control to owners and occupiers of premises as to who may enter their premises, what activities are permitted on the premises and the right to direct persons to leave the premises, through the enforcement of highly specific and limited offences.

Authority Required: Section 9

Section 9

Arrest without warrant on premises

9. (1) A police officer, or the occupier of premises, or a person authorized by the occupier¹ may arrest without warrant any person he or she believes on reasonable and probable grounds to be on the premises in contravention of section 2.

Delivery to police officer

(2) Where the person who makes an arrest under subsection (1) is not a police officer, he or she shall promptly call for the assistance of a police officer and give the person arrested into the custody of the police officer.

Deemed arrest

(3) A police officer to whom the custody of a person is given under subsection (2) shall be deemed to have arrested the person for the purposes of the provisions of the Provincial Offences Act applying to his or her release or continued detention and bail.

Rationale

Transit Enforcement Officers on a regular basis encounter persons who are on TTC property when they have been prohibited from entering, or who are engaged in prohibited activities on the premises, or who refuse to leave premises when directed. The authority granted under the Trespass to Property Act (the Act) authorizes Transit Enforcement Officers as persons authorized by the occupier, to arrest and detain persons who are on the property or who are engaging in activities on the property in contravention of the Act.

Requiring a police officer to attend TTC property merely to conduct a release is not an efficient use of police resources when Transit Enforcement Officers could be granted the authority to release arrested individuals. Release of an individual at the earliest opportunity once the conditions for release are met provides for the least amount of intrusion with the trespasser's liberty.

Application

Based on an objective view of the circumstances, it is neither practical nor reasonable to await the arrival of a police officer to release a person from custody who meets all the conditions for release. Transit Enforcement Officers require the requisite authority to expeditiously affect a release subsequent to arrest when all the conditions for release have been met, **and it is:**

- in the interest of the person arrested to prevent unnecessary detention;
- for officer safety with respect to continuing detention, particularly if that detention is unnecessary;
- to minimize exposure to civil and/or criminal liability due to an unlawful or unreasonable detention;
- to investigate a security breach affecting the protection of critical infrastructure

¹ Includes a TTC TRANSIT ENFORCEMENT OFFICER

- to maintain order on the transit system;
- to ensure operational effectiveness;
- and where extended or unnecessary detention of persons in custody is not practical and may be considered unlawful.

The TTC is requesting authority for its Transit Enforcement Officers for section 9 of the Trespass to Property Act relevant to arrest and release of persons who have been prohibited from entering or who are engaged in prohibited activities on Commission properties, or who refuse to leave TTC property when directed. This authority will support the Service given both them and the TTC are operating with limited resources.

Highway Traffic Act, R.S.O. 1990, c. H.8

Purpose

A Transit Enforcement Special Constable who while performing their normal duties at the scene of a TTC emergency has the powers and obligations of a police officer under sections 134 and 134.1 of the *Highway Traffic Act, R.S.O.* regarding the direction of traffic, and removal of vehicles and debris blocking traffic.

Direction of traffic by police officer

134. (1) Where a police officer considers it reasonably necessary,

- (a) to ensure orderly movement of traffic;*
 - (b) to prevent injury or damage to persons or property; or*
 - (c) to permit proper action in an emergency, he or she may direct traffic according to his or her discretion, despite the provisions of this Part, and every person shall obey his or her directions.*
- R.S.O. 1990, c. H.8, s. 134 (1).*

Removal of vehicle, debris blocking traffic

134.1 (1) Where a police officer considers it reasonably necessary,

- (a) to ensure orderly movement of traffic; or*
 - (b) to prevent injury or damage to persons or property, he or she may remove and store or order the removal and storage of a vehicle, cargo or debris that are directly or indirectly impeding or blocking the normal and reasonable movement of traffic on a highway and shall notify the owner of the vehicle of the location to which the vehicle was removed.*
- 2005, c. 26, Sched. A, s. 20.*

Costs of removal

(2) The costs and charges for the removal and storage of the vehicle, cargo or debris removed are a debt due by the owner, operator and driver of the vehicle, for which they are jointly and severally liable, and the debt may be recovered in any court of competent jurisdiction and are a lien upon the vehicle, which may be enforced in the manner provided by the Repair and Storage Liens Act. 2005, c. 26, Sched. A, s. 20.

Conflict with other Acts

(3) In the event of a conflict with this section, the following prevail:

- 1. Part X of the Environmental Protection Act and the regulations made under it, with respect to a pollutant on a highway.*
- 2. The Dangerous Goods Transportation Act and the regulations made under it. 2005, c. 26, Sched. A, s. 20.*

Protection from liability

(4) No action or other proceeding for damages shall be brought against a police officer, a police force, a police services board, any member of a police services board, the Crown, an employee of the Crown or an agent of the Crown for any act done in good faith in the performance or intended performance of a duty under this section, or in the exercise or intended exercise of a power under this section, or any neglect or default in the performance or exercise in good faith of such duty or power. 2005, c. 26, Sched. A, s. 20.

Rationale

In order to complete infrastructure upgrade projects which necessitate both partial and total closures of the subway system from time to time, the TTC initiates a Planned Closure Protocol which includes the use of a shuttle bus replacement system over the affected areas of the transit system.

In 2015 in the City of Toronto, the TTC had 36 of these planned closures scheduled over a total of 64 days. In 2016, the TTC has 41 of these planned closures scheduled over a total of 77 days².

It is in the best interest of public safety and TTC operations to move shuttle buses in and out of the affected subway stations and along shuttle routes as quickly and efficiently as possible. TTC buses regularly have difficulty moving in and out of the affected subway stations and along shuttle routes due to traffic congestion on the adjacent roadways.

Additionally, in the case of an unplanned closure or TTC emergency affecting the transit system, limited Police Officer authority under the aforementioned sections of the Highway Traffic Act R.S.O. will provide Transit Enforcement Officers with powers and authorities beyond those of a citizen to respond effectively to the emergency where reasonable grounds exist to believe that a significant disruption to transit service is occurring or is imminent. The proposed additional limited police powers are designed to facilitate the safe, efficient and orderly movement of TTC customers and vehicles during a TTC emergency which has resulted in a significant disruption to transit service, when otherwise benign situations unexpectedly escalate, as well as to deal with situations that are of an immediate risk to public or employee safety or in the public's interest when it is neither reasonable nor practical to await the arrival of the police, or to support police operations at a TTC related incident.

These additional powers of a police officer will be limited as a Transit Enforcement Special Constable may not use any power conferred by his/her appointment as a Special Constable in these circumstances for any other purpose.

² Manager-Closures and Diversions-Subway Transportation

Based on an objective view of the circumstances, immediate action pursuant to Highway Traffic Act R.S.O. is necessary when a significant delay to transit service is occurring or is imminent, the delay is likely to be aggravated if action is not taken and it is neither reasonable nor practical given the circumstances, to await the arrival of a police officer and the response is:

- in the interest of the public or;
- in the interest of public safety or;
- in the interest of traffic safety or;
- likely to reduce congestion or gridlock or;
- in the interest of minimizing or resolving a transit delay;
- likely to restore or maintain order on the transit system;
- to ensure operational effectiveness;

Where not taking action may result in:

- transit operations being further compromised;
- public safety being compromised;
- employee safety being compromised;
- the immediate opportunity for police to attend being lost;
- the undue disruption of transit service, and;
- public order in the transit system being compromised.

Application

TTC Transit Enforcement Officers shall not direct traffic on a highway, or remove a vehicle from a highway unless they are under the supervision or have consulted with a Municipal or Provincial Police Officer.

No TTC Transit Enforcement Officer shall direct traffic without prior approval and direction of the Duty Transit Enforcement Sergeant or higher ranking officer. Where no police officer is in attendance, the Duty Transit Enforcement Sergeant or higher ranking officer shall notify the officer in charge of the police division in which the incident is occurring and be guided by their direction before authorizing any Transit Enforcement Officer to exercise an authority under the HTA to direct traffic. No Transit Enforcement Officer shall direct traffic on a highway unless they have completed training in these responsibilities by the York Regional Police Service (or designate) and are wearing the necessary Personal Protective Equipment.

Due to the broad range of their duties and functions, TTC Transit Enforcement Officers operate patrol vehicles of a standard police make and model. With the exception of the

vehicle normally utilized by senior members of the department, all Transit Enforcement patrol vehicles are clearly identified as such by a high visibility, highly reflective graphics package. All Transit Enforcement patrol vehicles are currently equipped with a low profile (clean roof) emergency lighting and siren package as to afford a high level of visibility and traffic safety when activated. All marked Transit Enforcement Special Constable patrol vehicles shall be equipped with high profile, roof mounted emergency lighting equipment capable of producing intermittent flashes of red and white light in all directions. (360 degrees)



Unmarked patrol vehicles, although not decaled, will have a low profile emergency lighting package capable of producing intermittent flashes of red and white light in all directions (360 degrees) sufficient to provide a high level of traffic safety and visibility when activated.

The rationale for this change in vehicle specifications was two-fold. First, the addition of highly visible emergency lighting provides an extra measure of safety whenever a patrol vehicle is stopped in traffic servicing a call to surface vehicles and particularly should the patrol vehicle be stopped in a hazardous position.

Second, installation of high profile roof lights will provide a measure of increased safety and awareness to the public and TTC employees and alert them to the presence of a Special Constable patrol vehicle and an officer who may be exercising peace/police authorities.



The most suitable product was found to be the Pursuit light bar manufactured by Code 3 or similar as displayed above.

Until such time that approval is granted by the Board to permit otherwise, Transit Enforcement Officers will be instructed to only use emergency lighting equipment capable of emitting intermittent flashes of red and white light when the vehicle is stationary on a public highway or when on TTC property exclusively.

PART II-PROVINCIAL OFFENCES ACT, R.S.O. 1990, c. P.33

Since July of 1987 the TTC has employed staff with Provincial Offences Officer status. These officers provide a visible presence and deterrence, enforce TTC by-laws, respond to calls for service in order to help preserve the peace, protect the safety of TTC customers and employees and protect TTC assets.

Purpose

A Transit Enforcement Officer who while performing their normal duties on TTC property or a highway as defined by the Highway Traffic Act R.S.O. on which TTC vehicles operate, has the powers and obligations of a Provincial Offences Officer under Part II of the Provincial Offences Act R.S.O. to commence proceedings for parking infractions in cases where transit service is being or is about to be obstructed.

Rationale

The TTC operates bus service on behalf of the Regional Municipality of York on a shared roadway. It is vital that these transit routes remain clear of illegally parked autos or other unlawful obstructions. Provincial Offences Officer status under Part II of the Provincial Offences Act will afford Transit Enforcement Officers the authority to commence proceedings for parking infractions and/or have vehicles towed from the roadway.

Based on an objective view of the circumstances, immediate action pursuant to Part II of the Provincial Offences Act is necessary when a significant delay to transit service is occurring or is imminent, the delay is likely to be aggravated if action is not taken and it is neither reasonable nor practical given the circumstances, to await the arrival of a police officer or Parking Enforcement Officer and the response is:

- in the interest of the public or;
- in the interest of public safety or;
- in the interest of traffic safety or;
- likely to reduce congestion or gridlock or;
- in the interest of minimizing or resolving a transit delay;
- likely to restore or maintain order on the transit system;
- to ensure operational effectiveness;

Where not taking action may result in:

- transit operations being further compromised;
- public safety being compromised;
- traffic safety being compromised;
- the immediate opportunity for police or Parking Enforcement to attend being lost and;
- the undue disruption of transit service.

Application

Transit Enforcement Officers are currently designated as Provincial Offences Officers for the purposes of the enforcement of the Toronto Transit Commission Bylaw #1, the Trespass To Property Act, and the Liquor License Act.

Transit Enforcement Officers would be trained to standards prescribed by the York Regional Police Service (or designate) to perform these additional duties and report these activities annually to the Regional Municipality of York Police Services Board.

Summary

Limited Special Constable powers and authorities for the TTC's Transit Enforcement Officers in their proposed form are intended to contribute to an effective partnership with the York Regional Police Service to provide a safe, secure, and efficient transit service. Transit Enforcement Officers are trained and supervised to ensure they exercise their authorities granted by the Board both professionally and responsibly in instances when immediate action is favourable to public safety, the public interest, the interests of the Police Service and the TTC's corporate interests. Training will be performed in accordance with standards as provided by the Service/Board.

The role of the Transit Enforcement Special Constable is clear and includes fare and by-law enforcement, limited law enforcement and response to TTC emergencies and security related incidents. The transit system is a very specialized environment with unique needs and circumstances that are not found in other elements of the community.

The goal with any modern rapid transit system is to provide effective and efficient transit services to the public. The focus for the Transit Enforcement Special Constable is community oriented by providing customer awareness and assistance to transit riders using the system, enhancing public awareness of crime prevention strategies and providing a security related function in matters of public safety, public interest and when the corporate business needs of the TTC require such action.

The limited powers and authorities being requested by the TTC from the Board for Transit Enforcement Officers are consistent with those afforded to Special Constables employed by other large transit operators for limited law enforcement, and fare and by-law enforcement functions. The dedicated uniformed presence the TTC's Transit Enforcement Officers provide in partnership with the York Regional Police Service serves to enhance public confidence in the safety and security of the transit system.

The TTC is committed to a full range of accountability to the Board. Powers and authorities conferred upon its Transit Enforcement Officers by the Board will be exercised to meet the needs and expectations of the TTC and the York Region transit community having full regard to the agreement between the TTC and the Board and in compliance with the policies, procedures and core values of the York Regional Police Service.

If you have any questions with regards to this position paper please contact:

Mark S. Cousins

Head-Transit Enforcement
Toronto Transit Commission
Office Phone: 416-393-3055
BlackBerry: 416-791-3903
mark.cousins@ttc.ca
1900 Yonge Street, 6th Floor
Toronto, Ontario M4S 1Z2



MEMORANDUM

To: York Regional Police Services Board
From: Mafalda Avellino, Executive Director
Date: Wednesday, March 22, 2017
Subject: Notice to Repeal and Replace Procedure By-Law #06-02

In accordance with Section 23.2 of the Board's Procedural Bylaw #06-02, this memorandum is to provide notice to the Board that a report from the Executive Director with a recommendation to repeal the Board's Procedural by-law and a further recommendation to adopt a new Procedural Bylaw to govern the Board's proceedings will be submitted at the April meeting of the Board.

The current Procedural Bylaw was adopted in 2002 and, following a recent review the following areas were identified as requiring an update:

- expansion of the definitions section and clarification of certain definitions
- new language to reflect board practices
- amended order of business for board meetings
- amendments to duties of the Chair and a duties of Vice Chair section
- amendments to the Meetings of the Board section
- amendments to the deputations section
- more clarity between public and private meetings.

A proposed Procedural Bylaw will be submitted to the Board at its April meeting with a report which will outline the proposed changes and additions.

Mafalda Avellino
Executive Director



Therapeutic services for
those affected by trauma

Thursday, February 23, 2017

Mafalda Avellino
York Region Police Services Board
17250 Yonge Street
4th Floor
Newmarket, ON L3Y 6Z1

Dear Ms. Avellino:

I am writing on behalf of the Board of Directors and the 2017 Gala Committee of Cedar Centre (formerly operating as York Region Abuse Program, or YRAP). As you know, our Agency is located in York Region and is a one-of-a-kind service provider in Canada, offering an intense, trauma-focussed model of recovery to clients who are suffering from severe symptoms of Post-Traumatic Stress, the youngest of whom are between 3 and 12 years of age.

Each year, Cedar Centre relies very heavily on its fundraising efforts. This year's 20th annual signature gala will be held on May 12th at the beautiful Copper Creek Golf Club in Vaughan. The proceeds from this very special evening will provide critically-needed trauma therapy for children, youth and adults who have experienced childhood sexual abuse, as well as all other forms of interpersonal violence.

This year's Gala Committee is working hard to make our Agency's 30th anniversary celebration a very special one. We're so grateful for your strong history of support of our work in community. It would be our honour and pleasure to have you attend on the evening of May 12th. To that end, I have attached some additional information that I hope you might find helpful. I look forward to hearing from your office and welcome you to call me directly, should you have any questions.

With gratitude.

My best and warm regards,

Alison L. Peck, B.Sc., M.A.

Executive Director

 Cedar Centre Unit 12
Newmarket, ON L3Y 3E3
t 905.853.3040 1.800.263.2240
f 905.853.1023
e cedar@cedarcentre.ca
www.cedarcentre.ca

Charitable Registration No. 10688 0952 RR0001



Celebrating 30 Years



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CENTRE



HAND *in* HAND Gala

Celebrating 30 Years with you

SPONSORSHIP PACKAGE



THE CAUSE

Cedar Centre is a non-profit charitable organization dedicated to eliminating the effects of childhood trauma. Cedar Centre provides a variety of services that are free of charge to residents of York Region and some surrounding areas without like services. Our programs include intensive trauma-specific therapy for children, youth, adults and seniors who have experienced all forms of childhood trauma, psycho-educational support for caregivers, trauma-informed group programming for youth and adults, as well as outreach and prevention programming.

THE FACTS

Cedar Centre offers hope and healing to people of all ages and our services are founded on the belief that the community must work together to eradicate the barriers associated with childhood interpersonal trauma. As an organization, we are most grateful for the support of the Ministries of Community and Social Services and Children and Youth Services, as well as the Central Local Health Integration Network and the United Way of Toronto & York Region. We wouldn't be able to do what we do without the generosity of donors like you. Your kind support helps us to keep our waitlists low and to provide the evidence and practice-based cutting-edge therapies that we are known for in community.



SPONSORSHIP OPPORTUNITIES

PRESENTING SPONSOR 1 of 1 \$20,000

- 20 Gala tickets (two tables in premier location)
- Opportunity to deliver welcoming remarks to guests
- Double page centre spread advertisement in the Gala programme and logo on the front page
- Tier 1 logo recognition at entrance of Copper Creek
- Listed as the Presenting Sponsor with Tier 1 logo recognition on all marketing materials, tickets, letterhead, including the Gala website, social media, programme, on-site signage and video loop
- Listed as the Presenting Sponsor with Tier 1 logo recognition in the Gala thank you ad published in a Metroland Community Newspaper (York Region)
- Name recognition on all media releases and media advisories
- Name recognition on Gala Website sponsor page
- Corporate profile on Gala Event web page

FIREWORKS SPONSOR 1 OF 1 \$15,000

- 12 Gala tickets (1 table in Premier Location)
- Back page advertisement in the Gala programme
- Tier 2 logo recognition at entrance of Copper Creek
- Listed as the Diamond Sponsor with Tier 2 logo recognition on all marketing materials, including the Gala website, programme, on-site signage and video loop
- Listed as the Diamond Sponsor with Tier 2 logo recognition in the Gala thank you ad published in a Metroland Community Newspapers (York Region)
- Name recognition in all media releases and media advisories
- Corporate profile on Gala website and social media with hyperlinked logo to corporate website

PLATINUM SPONSOR 1 of 2 \$10,000

- 10 Gala Tickets (1 Table)
- Advertisement in premium position in the Gala programme
- Tier 3 logo recognition at entrance Copper Creek
- Tier 3 logo recognition on all marketing materials, including the Gala website, social media, programme, and on-site signage and video loop.
- Listed as a Platinum Hand Sponsor with Tier 3 logo recognition in the Gala Thank You ad published in a Metroland Community Newspapers (York Region)
- Name recognition in all media releases and media advisories
- Corporate profile on Gala website with hyperlinked logo to corporate website

GOLD HAND SPONSOR 1 of 7 \$7,500

- 10 Gala Tickets (1 Table)
- Half page advertisement in the Gala programme
- Tier 4 logo recognition at entrance of Copper Creek
- Tier 4 logo recognition on all marketing materials, including the Gala website, social media, programme, and on-site signage and video loop.
- Listed as a Gold Hand Sponsor with name recognition in the Gala Thank You ad published in a Metroland Community Newspapers (York Region)
- Tier 4 logo recognition on the Gala website with hyperlinked logo to corporate website

CENTREPIECE SPONSOR 1 of 1 \$4,000

- 8 Gala Tickets (1 Table)
- Tier 5 logo recognition on all marketing materials, including the Gala website, social media, programme, and on-site signage and video loop
- Tier 5 logo recognition at entrance of Copper Creek
- Listed as a Centrepiece Sponsor with name recognition in the Gala Thank You ad published in a Metroland Community Newspapers (York Region)
- Tier 5 logo recognition on the Gala website with hyperlinked logo to corporate website
- Listed as a sponsor in the Gala programme
- Exclusively recognition as Centrepiece sponsor on above

TABLE SPONSOR \$2,200

- 8 Gala Tickets (1 Table)
- Listed as a sponsor in the Gala programme

COCKTAIL RECEPTION SPONSOR 1 of 1

\$7,500

- 10 Gala Tickets (1 Table)
- Tier 4 logo recognition on all marketing materials, including the Gala website, social media, programme, and on-site signage and video loop
- Tier 4 logo recognition at entrance of Copper Creek
- Listed as a Cocktail Reception Sponsor with name recognition in the Gala Thank You ad published in a Metroland Community Newspapers (York Region)
- Tier 4 logo recognition on the Gala website with hyperlinked logo to corporate website
- Listed as a sponsor in the Gala programme
- Exclusive cocktail sponsorship logo and recognition signage at cocktail areas

DÉCOR SPONSOR 1 of 1

\$5,000

- 8 Gala Tickets (1 Table)
- Tier 5 logo recognition on all marketing materials, including the Gala website, social media, programme, and on-site signage and video loop
- Tier 5 logo recognition at entrance of Copper Creek
- Listed as a Décor Sponsor with name recognition in the Gala Thank You ad published in a Metroland Community Newspapers (York Region)
- Tier 5 logo recognition on the Gala website with hyperlinked logo to corporate website
- Listed as a sponsor in the Gala programme
- Exclusively recognition as décor sponsor on all of the following

CORPORATE TABLE SPONSOR \$3,000

- 10 Gala Tickets (1 Table)
- Tier 5 logo recognition on all marketing materials, including the Gala website, social media, programme, and on-site signage and video loop
- Tier 5 logo recognition at entrance of Copper Creek
- Listed as a Corporate Table Sponsor with name recognition in the Gala Thank You ad published in a Metroland Community Newspapers (York Region)
- Tier 5 logo recognition on the Gala website with hyperlinked logo to corporate website
- Listed as a sponsor in the Gala programme

For More Information
Claire Shave

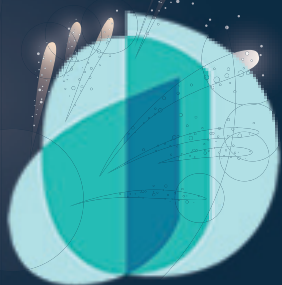
905 853 3040 ext 302 • c.shave@cedarcentre.ca



May 12, 2017

**Unless someone like you cares a whole awful lot,
nothing is going to get better. It's not.**

- The Lorax Dr. Seuss



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CENTRE

Celebrating 30 years with you

A memorable evening in support of Cedar Centre

Copper Creek

11191 Highway #27, Kleinburg, ON





HAND in HAND Gala

Copper Creek, Kleinburg



May 12, 2017

Order Form

Book your table today, visit our website at www.handinhandgala.com

Sponsor Information

Sponsorship Opportunities

Presenting Sponsor \$20,000 <input type="checkbox"/>	Cocktail Reception Sponsor \$7,500 <input type="checkbox"/>	Centrepiece Sponsor \$4,000 <input type="checkbox"/>
Fireworks Sponsor \$15,000 <input type="checkbox"/>	Gold Hand Sponsor \$7,500 <input type="checkbox"/>	Corporate Table Sponsor \$3,000 <input type="checkbox"/>
Platinum Sponsor \$10,000 <input type="checkbox"/>	Décor Sponsor \$5,000 <input type="checkbox"/>	Table Sponsor \$2,200 <input type="checkbox"/>

Individual Tickets \$195 x _____ # of tickets = total \$ _____

Donor/Company Name _____

Address Suite, Apt. Unit# _____

City _____ Province _____ Postal Code _____

Telephone _____ Ext. _____ Fax _____

Company Contact and Title _____

Signature _____ Email _____

☐ In addition to sponsorship I'd like to donate the following items: _____

Upon receipt of this form a separate gift donation form will be sent to you to complete. Doing so ensures we promote your gift and recognize your generosity appropriately.

Unable to Attend?

☐ I/We can't attend but would like to make a personal donation of \$ _____ for which I will receive a receipt.

Payment Information

☐ Cheque enclosed (please make payable to Cedar Centre)

Credit Card ☐ Visa ☐ Mastercard ☐ Amex

Card Number _____ Expiry Date _____

Name on Card _____

Please return completed form to:

Cedar Centre Gala Committee

17705 Leslie St., Unit 12, Newmarket, ON L3Y 3E3 • Fax: 905 853 1023

Charitable Registration # 106680952 RR0001

For more information

Claire Shave Tel. 905 853 3040 ext. 302

handinhand@cedarcentre.ca
Email c.shave@cedarcentre.ca

www.handinhandgala.com
CEDARCENTRE.CA



From: Catherine Madden [mailto:CMadden@wcyr.ca]
Sent: February-28-17 2:06 PM
To: Catherine Madden
Subject: Sneak Peak... We Have a Fantastic New Event Planned

I am very pleased to introduce a brand new event, hosted by Women's Centre of York Region – **What Makes Us Beautiful - a Mother's Day Luncheon.**

This first-time luncheon will be held at the scenic Holland Marsh Wineries located in Newmarket, on **Sunday, May 7th, 2017** (and don't worry – that's the weekend prior to Mother's Day so it's a perfect way to celebrate!).

We are happy to announce that **our keynote speaker will be Margot L. Denomme, mother, lawyer and author of the book 'Mommy Am I Pretty?'**. “The book was inspired out of concern for the social pressures facing today's youth, including bullying and body image pressures, particularly for young girls that contribute to insecurities and low self-esteem. The story is designed to initiate dialogue with children (of all ages) about finding true beauty from within” says Margot.

We hope this will be a multi-generational attended by families and in celebration of women! Our focus this year is on women, empowerment, and family communication. The event will also showcase a local female musician, **Gina Horswood**, local vendors, raffles, prizes and our keynote speaker. Grandmothers, Mothers, Daughters, Granddaughters, Aunts and friends will find this a lovely afternoon spent in celebration and support of women in our community. Grandfathers, Fathers, Sons, Grandsons, Uncles and friends are, of course, welcome too!

For women who have identified the need and desire for positive change in their lives, Women's Centre of York Region offers unique programming and services that address a range of circumstances at little or no cost. In a safe and inclusive environment, we welcome each woman and meet her right where she is. Our goal is to fully support each woman on her personal journey of discovery in order that she thrives fully. The work we do is good for women, their families and our community. Together we are making a difference.

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

Please take a look at the attached **Sponsorship Opportunities** we have available on a first come-first served basis and let me know how you might be interested in participating! **I'm reaching out to you before we go public because you have been such an incredible supporter of our work.**

We will be launching this event to the public on March 9th and we'd love to include you on our promotional material.

Don't see what you're looking for? Let's design a custom sponsorship package that works for you! If there's anyone else you think we should share this information with please do so or provide us with their contact information and we will follow-up.

If you want a quick way to reserve an opportunity, simply reply YES and we will follow-up to discuss the opportunities available.

Thanks for your consideration. I do hope you'll join us!



Warm regards,

Catherine Madden
Executive Director
905.853.9270 x101

www.wcyr.ca

Registered Charitable No. 13485 9024 RR0001














40 Years!... a Cause for Celebration!

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Mother's Day Luncheon
Sunday, May 7th 2017 – Holland Marsh Wineries
Sponsorship Opportunities

Level	Recognition	Your Selection
Presenting Sponsor \$2500 1 Available	<ul style="list-style-type: none"> ✿ Complimentary lunch for six ✿ Logo on all promotional materials ✿ Logo on WCYR website with reciprocal link ✿ Social media recognition on all WCYR platforms ✿ Logo on multi-media slideshow ✿ Verbal recognition at lunch ✿ Opportunity to speak at lunch ✿ Opportunity to present the keynote speaker, <i>Margot Denomme</i> 	
Lunch Sponsor \$1500 1 Available	<ul style="list-style-type: none"> ✿ Complimentary lunch for four ✿ Logo on lunch table tent card ✿ Logo on WCYR website with reciprocal link ✿ Social media recognition on all WCYR platforms ✿ Verbal recognition at lunch ✿ Opportunity to present raffle winners 	
Registration Sponsor \$500 1 Available	<ul style="list-style-type: none"> ✿ Complimentary lunch for two ✿ Sign at registration table ✿ Logo on WCYR website with reciprocal link ✿ Social Media recognition on all WCYR platforms ✿ Verbal recognition at lunch ✿ Opportunity to present the door prize 	
Live Music Sponsor \$500 1 Available	<ul style="list-style-type: none"> ✿ Complimentary lunch for two ✿ Sign at live music station ✿ Opportunity to present the artist, <i>Gina Horswood</i> ✿ Social Media recognition on all WCYR platforms ✿ Verbal recognition at lunch 	
Flower Sponsor \$250 1 Available	<ul style="list-style-type: none"> ✿ Complimentary lunch for one ✿ Sign at flower station ✿ Opportunity to present flowers to Mothers ✿ Social Media recognition on all WCYR platforms ✿ Verbal recognition at lunch 	<i>Sponsored!</i>

Level	Recognition	Your Selection
Candy Station Sponsor \$250 1 Available	<ul style="list-style-type: none">  Complimentary lunch for one  Sign at candy station  Social Media recognition on all WCYR platforms  Verbal recognition at lunch 	
Vendor Sponsor \$100 10 Available	<ul style="list-style-type: none">  Complimentary lunch for one  Rental of 8ft table and linen included  Social media recognition on all WCYR platforms <p>ALL VENDORS MUST:</p> <ul style="list-style-type: none">  Provide one raffle prize valued at \$40+  Provide a reasonable quantity of inventory  Fill out a vendor contract  Only provide items for sale that have been discussed with the event committee 	

Don't see what you're looking for? Let's design a custom sponsorship package that works for you!

Company:			
Contact Name:			
Email:		Phone:	()
Payment Method:	<input type="checkbox"/> Credit Card No: _____ Expiry: / <input type="checkbox"/> Cheque		

Return this form by email to cmadden@wcyr.ca, by fax at 905.853.9271 or by mail to
 Women's Centre of York Region, 120 Harry Walker Parkway North, Newmarket, ON L3Y 7B2

May 02, 2017

Ms. Jaclyn Kogan
The Regional Municipality of York Police Services Board
17250 Yonge Street, 3rd Floor
Newmarket, ON L3Y 6Z1

Dear Jaclyn

On behalf of the more than 960 women we served last year – **THANK YOU!** Your support as a HOLE SPONSOR at our 2016 Golf *fore* Change Tournament had impact!

SAVE THE DATE... Tuesday, June 20th, 2017 will be our 9th Annual Golf *fore* Change Tournament in support of women across York Region. We have considered the recommendations of clients, donors and community members and made changes to the location and date of the golf tournament. We are hoping to expand the golf tournament to benefit our sponsorship partners and the women of the center. We hope that this will be the best year yet as we are celebrating our 40th year of success and service.

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

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

As a key supporter in last year's tournament success, we are offering you first right of refusal for 2017 Sponsorship. Here's last year's sponsorship level and details:

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

- Hole Sponsor \$250
- Breakfast Sponsor \$250
- Raffle Sponsor \$500
- Swag Bag \$750
- Registration \$1500



- Passport \$2500

To maximize your sponsorship visibility, could I ask you to confirm your 2017 Sponsorship no later than Friday, March 17th? We'd like to ensure your logo placement has maximum exposure time once we launch the event to the public. If you're interested in something new for a change, let me know and we can build a partnership that works for you!

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

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

Warm Regards,



Catherine
Catherine Curtis-Madden
Executive Director
905.853.9270 x101
cmadden@wcyr.ca





WOMEN'S CENTRE OF YORK REGION

Embracing Change. Empowering Women.



9th Annual WCYR

Golf *fore* Change Tournament

Tuesday, June 20, 2017

Silver Lakes Golf & Conference Centre



Tuesday
June
20
2017



9:15 a.m. Shotgun Start

Registration - 8:00 a.m.

Lunch - 12:30 p.m.



Silver Lakes Golf & Conference Centre
21114 Yonge Street, East Gwillimbury

**REGISTRATION
NOW OPEN**
ONLINE at
wcyr.ca
or CALL
905.853.9270

Swing Into Spring...New Date! New Location!

\$125
per player

PRICE INCLUDES:



Passport Fee
All Access
Contest Passport



Golf (9 holes) & Cart
Bag Drop
Driving Range



Continental Breakfast
Sit Down Lunch



Mystery bags,
Raffles, and Prizes!



Women and Men
are welcome!



Lunch only is available at
\$40

Contact Us

T 905.853.9270 x101

E cmadden@wcyr.ca



WomensCentreYR



womenscentreyorkregion



@womenscentreyr

**Sponsorships
Available**

Contact us for more info

Register now at www.wcyr.ca

SENT IN AN EMAIL

From: Spirit of Community Dinner [mailto:subscriptions_1099239_839678@listserv.chabad.org] On Behalf Of Spirit of Community Dinner
Sent: March-20-17 9:55 AM
To: Avellino, Mafalda
Subject: Spirit of Community Dinner

The 14th Annual Spirit of Community Dinner

Dear Friends,

This year, the 14th Annual Spirit of Community Dinner will honour Chairman and CEO, Regional Municipality of York Wayne Emmerson and Zion Sasson, M.D., F.R.C.P (C). The dinner will include a unique concert, featuring Dudu Fisher, and musical director Tomer Adaddi (www.dudufisher.com). Please see attached.

The Spirit of Community Dinner lives up to its name as an event imbued with warmth and spirit, reflecting the nature of our community. Every year hundreds of guests attend the dinner to share in an elegant evening, pay tribute to the honourees and contribute to a worthy charity.

All proceeds from the dinner benefit the Beth Chabad Israeli Community Centre, a local charity led by Rabbi Yisroel Landa. The centre provides crucial programs and services to the Canadian-Israeli immigrant population in the GTA, including social services, cultural, educational, and religious gatherings, family programs, women's groups, and seniors programs.

Participants at the dinner come from diverse ethnic and religious backgrounds and are sympathetic to the plight of new immigrants in Canada. One of the unusual aspects of the Spirit of Community Dinner is the cross-section of society that enthusiastically participates in the event, in a heartwarming display of communal acceptance and respect.

For more information on the Spirit of Community Dinner, visit our website

We look forward to greeting you!

The Chabad Hebrew Community Centre invites you to attend

The Spirit of Community Dinner

Monday, May 29th, 2017
Reception at 6:00 p.m.

Embassy Grand Convention Centre
88 The Gore Road, Brampton

Community Service Award



Wayne Emmerson
Chairman & CEO
Regional Municipality of York

Humanitarian Award



Zion Sasson
M.D., F.R.C.P.(C)

****SPECIAL PERFORMANCE BY DUDU FISHER****

Spirit of Community Dinner 2017 - Order Form

Purchaser Name: _____	Company Name: _____
Billing Address: _____	
City: _____	Postal Code: _____
Business Phone: _____	Mobile Phone: _____
Fax Number: _____	Email: _____

Purchasing: <input type="checkbox"/> VIP <input type="checkbox"/> Corporate <input type="checkbox"/> Journal Only	
<input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> Cheque	
Card Number: _____	Total Charge: _____
	Expiry Date: _____ CVV: _____

Please make cheques payable to: **Beth Chabad Israeli Community Centre**
Cheques can be mailed to: **7770 Bathurst Street, Thornhill, Ontario L4J 0H6**
Forms may be faxed to: **905-709-7917** Email: **spiritdinner@gmail.com**

Charitable tax receipts will be issued for the maximum amount allowable.

BN# 88810 0922 RR0001

VIP Table:
\$5,500

- Dinner table for 10 guests in a VIP location; 2 invitations to VIP Reception
- Full page ad in Bronze section of the commemorative Dinner Journal
- Corporate name featured on the table sign, name & logo featured on media presentation

Corporate Table
\$3,800

- Dinner table for 10 guests in a preferred location
- Full page ad in the commemorative Dinner Journal
- Corporate name featured on the table sign

Journal Ads Only ☐ Full Page \$1000 ☐ Half Page \$500 ☐ ¼ Page \$250 ☐ Business Card \$180

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MARCH 22, 2017

**Interim Financial Reporting (unaudited) for the
Period Ending December 31, 2016**

RECOMMENDATION

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.

SYNOPSIS

This report provides unaudited year-end financial reports showing a combined Operating deficit of (\$805,147), Capital Budget spending of \$25,862,767 and a Statement of Reserves Balances totalling \$9,917,734 for the period ending December 31, 2016. The Regional Municipality of York Police Services Board (the "Board") is 100.4 percent spent at the end of December 31, 2016. York Regional Police is 100.3 percent spent for the same time period.

FINANCIAL IMPLICATIONS

Previous year-end estimates to the Board described a potential revenue shortfall of \$4.0 million as a result of revised service fees and charges for Motor Vehicle Collision Investigations and Reports and Alarm fees. Spending reductions were implemented to partially mitigate the original deficit projection by \$1.7 million and since then several favourable revenue accounts and other efficiencies have further reduced the deficit. The year-end deficit of (\$0.8) million includes \$2.1M

of bad debt expense in order to provide for collectability concerns due to a legal challenge associated with mandatory fees for Motor Vehicle Collision Investigations and Reports. A detailed analysis is provided in the attached Schedule of Year-End Variances to Budget report.

BACKGROUND

The Board's Financial Accountability Policy states that "the Chief of Police shall report monthly on actual financial performance to the Police Services Board". The Regional Municipality of York Finance Department month-end accounting period is now complete and the unaudited interim financial reports for the Board and York Regional Police for the period ending December 31, 2016 are attached to this report.

Net expenditures for the Board are \$412,630 or 100.4 percent of budget. For comparison purposes, the Operating Budget for the Board was 78.0 percent spent at December 31, 2015. Unfavourable variances exist in the salaries, travel, conferences and seminars, office supplies and telecommunications accounts.

Net expenditures for York Regional Police are \$296,951,494 or 100.3 percent of budget. For comparison purposes, the Operating Budget for York Regional Police was 100.0 percent spent at December 31, 2015.

At its June 22, 2016 meeting, the Board approved the Motor Vehicle Collision Reports and Investigations By-law No. 06-16, to amend the previous fees with mandatory charges. As a result of this amended By-law, 2016 revenue estimates were lowered a total of \$3.3 million due to the deferred start date and reduced volume estimates. Motor vehicle collision year-end revenue for 2016 is \$3.4 million and \$2.1 million under budget. Due to a legal challenge and associated collection uncertainty, a provision for bad debt expense for \$2.1 million was established.

At its May 20, 2015 meeting, the Board established a September 1, 2015 implementation date for changes to the Alarms service fees By-law to replace the alarm registration model with a pay-as-you-go model. An expected benefit from the amendments included a reduction in false alarm calls for service, from publicly-paid police response to industry-paid private guard response. Given Alarm fees had previously achieved full cost recovery, the reduction to revenues was estimated at 30 percent by 2017. The 2016 alarm call revenue is \$1.5 million, a reduction of \$0.7 million, or 30 percent over 2015.

Favourable revenues from Paid Duty Earnings, Sundry Revenue including unbudgeted recoveries for clandestine drug operation removal and chargebacks to other Police Services for joint investigations, Clearance Letters and Volunteer Applicant Screening only partially offset revenue shortfalls described above.

Expenditures for salaries and benefits are modestly over budget and partially offset by returned overtime. Favourable variances in many administration, program related, contribution to reserves, and minor equipment accounts are the result of the mitigation strategy and offset lower than planned revenue. Financial notes have been attached for all major variances.

The results of the external audit are scheduled to be reported to the Board at the June 28, 2017 meeting. It is therefore recommended that the unaudited interim financial reports for December 31, 2016 be received in accordance with the monthly reporting requirements outlined in the Financial Accountability Board Policy No. 01/05.

EJ/cc

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

Accessible formats or communication supports are available upon request

Schedule of Operating Budget Spending as of December 31, 2016

	Year-to-Date Actuals			Annual Budget			Balance			% Spent
	Board	YRP	Total	Board	YRP	Total	Board	YRP	Total	
Salaries	\$246,589	\$222,537,470	\$222,784,059	\$229,600	\$220,688,521	\$220,918,121	-\$16,989	-\$1,848,949	-\$1,865,938	100.8%
Overtime	\$0	\$3,569,249	\$3,569,249	\$0	\$3,843,000	\$3,843,000	\$0	\$273,751	\$273,751	92.9%
Benefits	\$54,888	\$58,535,794	\$58,590,682	\$55,600	\$58,648,118	\$58,703,718	\$712	\$112,324	\$113,036	99.8%
Administration expense	\$115,344	\$8,356,494	\$8,471,838	\$150,550	\$8,776,250	\$8,926,800	\$35,206	\$419,756	\$454,962	94.9%
Program related expense	\$0	\$6,950,558	\$6,950,558	\$0	\$8,073,200	\$8,073,200	\$0	\$1,122,642	\$1,122,642	86.1%
Professional services expense	\$44,595	\$537,767	\$582,362	\$67,000	\$447,100	\$514,100	\$22,405	-\$90,667	-\$68,262	113.3%
Occupancy expense	\$0	\$6,321,763	\$6,321,763	\$0	\$6,357,100	\$6,357,100	\$0	\$35,337	\$35,337	99.4%
Repairs and maintenance expense	\$0	\$5,023,518	\$5,023,518	\$0	\$4,971,100	\$4,971,100	\$0	-\$52,418	-\$52,418	101.1%
Financial items	\$0	\$8,793,367	\$8,793,367	\$0	\$7,062,268	\$7,062,268	\$0	-\$1,731,099	-\$1,731,099	124.5%
Contributions to reserves	\$94,185	\$7,158,793	\$7,252,978	\$60,000	\$8,329,375	\$8,389,375	-\$34,185	\$1,170,582	\$1,136,397	86.5%
Internal charges	\$0	\$1,155,001	\$1,155,001	\$0	\$1,204,600	\$1,204,600	\$0	\$49,600	\$49,600	95.9%
Minor equipment	\$7,714	\$679,145	\$686,859	\$8,412	\$961,288	\$969,700	\$698	\$282,143	\$282,841	70.8%
Total expenditures	\$563,314	\$329,618,916	\$330,182,231	\$571,162	\$329,361,920	\$329,933,082	\$7,848	-\$256,996	-\$249,149	100.1%
Provincial funding	\$0	-\$10,575,378	-\$10,575,378	\$0	-\$10,648,300	-\$10,648,300	\$0	-\$72,922	-\$72,922	99.3%
Fees and charges	-\$94,185	-\$18,102,439	-\$18,196,624	-\$60,000	-\$18,576,200	-\$18,636,200	\$34,185	-\$473,761	-\$439,576	97.6%
Contributions from reserves	-\$56,500	-\$3,989,605	-\$4,046,105	-\$100,000	-\$3,989,605	-\$4,089,605	-\$43,500	\$0	-\$43,500	98.9%
Total revenues	-\$150,685	-\$32,667,422	-\$32,818,107	-\$160,000	-\$33,214,105	-\$33,374,105	-\$9,315	-\$546,683	-\$555,998	98.3%
Net operating budget spending	\$412,630	\$296,951,494	\$297,364,124	\$411,162	\$296,147,815	\$296,558,977	-\$1,468	-\$803,679	-\$805,147	100.3%
Percentage spent	100.4%	100.3%	100.3%							

Notes / Assumptions

1. Twelve months represents 100.0% of the year
2. Excludes Regional allocations for telephone, occupancy, information technology, human resources, legal, and finance
3. Excludes non-budgeted PSAB charges for Tangible Capital Asset costs for amortization, debt principle and gain/loss on disposal of assets
4. Excludes 2016 budget re-statements for property tax exemptions and facilities allocation costs not loaded in Peoplesoft

Schedule of Capital Budget Spending as of December 31, 2016

Project	Project #	Commenced	Capital Authority	Project Spending			Inception to Date	Balance	% Spent	Anticipated Completion
				Prior Years	Current Year					
Training facility	29040	2013	\$27,125,741	\$6,717,741	\$16,882,752		\$23,600,492	\$3,525,248	87.0%	Apr 2018
Radio system	29042	2013	\$26,096,242	\$25,671,242	\$318,949		\$25,990,191	\$106,051	99.6%	Dec 2016
#3 District marine headquarters	29031	2011	\$8,071,811	\$271,811	\$26,608		\$298,419	\$7,773,392	3.7%	Tbd
Vehicles (replacement and additional staff)	29010	2016	\$4,040,000	\$0	\$3,574,152		\$3,574,152	\$465,848	88.5%	Dec 2016
#4 District renovations	29043	2014	\$1,763,556	\$263,556	\$86,223		\$349,779	\$1,413,777	19.8%	Tbd
Business intelligence	29011	2015	\$1,588,857	\$238,857	\$1,088,424		\$1,327,281	\$261,576	83.5%	Dec 2017
Information technology hardware and software	29022	2016	\$1,475,000	\$0	\$1,104,587		\$1,104,587	\$370,413	74.9%	Dec 2016
Technical investigations	29023	2015	\$1,400,642	\$139,642	\$0		\$139,642	\$1,261,000	10.0%	Dec 2018
King sub-station	29046	2016	\$1,300,000	\$0	\$30		\$30	\$1,299,970	0.0%	Dec 2018
Data governance and retention management	29032	2015	\$1,030,187	\$420,187	\$637,253		\$1,057,439	-\$27,253	102.6%	Dec 2016
Information technology infrastructure	29030	2016	\$918,000	\$0	\$904,562		\$904,562	\$13,438	98.5%	Dec 2016
Police helicopter retrofit	29050	2016	\$689,000	\$0	\$640,690		\$640,690	\$48,310	93.0%	Dec 2016
Specialized equipment	29017	2016	\$665,000	\$0	\$494,789		\$494,789	\$170,211	74.4%	Dec 2016
Existing facilities renovations	29033	2016	\$327,000	\$0	\$0		\$0	\$327,000	0.0%	Dec 2016
Disaster recovery plan	29049	2016	\$308,000	\$0	\$0		\$0	\$308,000	0.0%	Dec 2018
YRPNet re-write	29048	2016	\$150,000	\$0	\$0		\$0	\$150,000	0.0%	Dec 2017
In-car video	29026	2016	\$131,000	\$0	\$103,748		\$103,748	\$27,252	79.2%	Dec 2016
Total capital budget spending			\$77,080,036	\$33,723,036	\$25,862,767		\$59,585,803	\$17,494,233	77.3%	

Notes:

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

Schedule of Reserve Balances as of December 31, 2016

Reserve fund	Reserve #	Balance at Dec. 31/15	Funding to Reserve	Funding to Budget	Interest Earned	Balance at Dec. 31/16
Board public relations fund	89595	\$248,610	\$94,185	-\$56,500	\$10,819	\$297,114
Development charge reserve	89335	\$12,940,295	\$4,605,944	-\$4,602,142	\$156,470	\$13,100,567
Sick bank reserve	89615	-\$4,798,991	\$1,500,000	\$0	-\$180,956	-\$3,479,946
Total reserves		\$8,389,914	\$6,200,129	-\$4,658,642	-\$13,666	\$9,917,734

Schedule of Year-End Variances to Budget as of December 31, 2016

Category	Major Components	Amount
Wages		
Salaries	Salary	-\$1,427,885
Contributions from reserves	Sick Leave Reserve Draw	\$0
	Recoverable Salaries for Paid Duties	-\$438,053
Fees & charges	Offset: Earnings for Paid Duties	\$392,912
Sundry revenue	Offset: Invoicing for monitor costs	\$739,768
Benefits	OMERS, CPP, EI, ExtHealth, Dental, WSIB, Life Insurance, EHT, LTD, ADD	\$113,036
Subtotal salaries and benefits, net of directly offsetting revenues		-\$620,221
Net overtime	Salary, Court and Returned Overtime	\$273,751
Total Wages net of directly offsetting revenues		-\$346,470
Indirectly controlled expenses		
Internal charges	Transportation & Works Fuel	\$49,600
Financial items	Debt Issuance Fees, Debt Principle, Debt Interest, Debt Repaid by Development Charges	\$434,980
	Bad Debt Expense	-\$2,146,274
Contributions to reserves	Regional Fuel Cost Stabilization	-\$536,684
Subtotal indirectly controlled accounts		-\$2,198,378
Directly controlled expenses		
Contributions to reserves	Facilities, Vehicle and Specialized Equipment Capital Renovation and Replacement Projects	\$1,673,081
Program related expense	Clothing Supplies, Investigation Expense, Personnel Agency Fees, Gas Oil, Purchase of Service	\$1,122,642
Administration expense	Staff Training, Office Supplies, Computer Supplies, Printing	\$454,962
Minor equipment	Purchase of Equipment, Operating Equipment, Vehicle Equipment	\$282,841
Occupancy expense	Heat & Hydro, Office Cleaning & Caretaking, Property Rentals, Building Renovations	\$35,337
Financial items	Bank Charges	-\$19,805
Repairs & maintenance	Building Repairs and Contracts, Repair Special Equipment, Vehicle Maintenance, Repair Vehicle	-\$52,418
	Accidents	
Professional services	Legal Fees, Translation, Consultant	-\$68,262
Subtotal directly controlled accounts		\$3,428,380
Revenues		
Fees and charges	Various accounts	-\$1,572,257
Provincial funding	Grants	-\$72,922
Contribution from reserves	Seized Money	-\$43,500
Subtotal non-salary related revenues		-\$1,688,678
Total York Regional Police Deficit		-\$805,147

<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
<i>Expenditures</i>					
Salary	1000	219,546,005.65	218,118,121.00	-1,427,884.65	100.65
SalaryOverTime	1020	3,293,916.55	3,251,600.00	-42,316.55	101.30
CourtOvertime	1021	1,687,629.65	1,667,700.00	-19,929.65	101.20
ReturnedOvertime	1022	-1,412,297.08	-1,076,300.00	335,997.08	131.22
Salary Adjustments	1050	3,238,053.01	2,800,000.00	-438,053.01	115.64
<i>Subtotal Salaries</i>		<i>226,353,307.78</i>	<i>224,761,121.00</i>	<i>-1,592,186.78</i>	<i>100.71</i>
Benefits	2500	58,590,681.66	58,703,718.00	113,036.34	99.81
<i>Total Salaries & Benefits</i>		<i>284,943,989.44</i>	<i>283,464,839.00</i>	<i>-1,479,150.44</i>	<i>100.52</i>
OtherAllowances	5000	1,277,054.17	1,260,500.00	-16,554.17	101.31
Travel Allowance	7000	3,157.35	2,000.00	-1,157.35	157.87
Professional Development	9000	197,115.74	266,400.00	69,284.26	73.99
Meetings	9002	107,405.15	104,000.00	-3,405.15	103.27
Staff Training & Development	10000	970,218.29	1,044,300.00	74,081.71	92.91
Tuition-Taxable	10020	289,244.62	250,000.00	-39,244.62	115.70
Training Ontario Police College	10100	185,500.26	225,000.00	39,499.74	82.44
Training Canadian Police College	10110	142,503.88	121,000.00	-21,503.88	117.77
Membership Fees	11000	114,906.12	126,900.00	11,993.88	90.55
Advertising Publicity	11050	24,370.16	22,600.00	-1,770.16	107.83
SpecialEvents	11250	199,965.79	189,900.00	-10,065.79	105.30
PublicRelations	11300	225,351.93	252,600.00	27,248.07	89.21
Telephone	120x0	887,130.51	856,900.00	-30,230.51	103.53
Publications_Subscriptions	12100	77,835.69	70,200.00	-7,635.69	110.88
Courier	12200	17,138.93	19,700.00	2,561.07	87.00
Postage	12250	44,584.48	75,700.00	31,115.52	58.90
Office Supplies	12350	208,564.91	314,000.00	105,435.09	66.42
Repair_MaintComputerSoftware	12400	2,402,862.17	2,348,500.00	-54,362.17	102.31
ComputerSupplies	12410	106,610.71	250,500.00	143,889.29	42.56
PrintshopPrintingAllocation	12658	49,662.49	120,000.00	70,337.51	41.39
Printing-External	12750	118,878.04	161,000.00	42,121.96	73.84
OfficeEquipmentRental	12910	111,006.82	67,700.00	-43,306.82	163.97
TelecommunicationLines	13050	413,431.98	442,400.00	28,968.02	93.45
TelecomContracts	13060	297,337.84	335,000.00	37,662.16	88.76
<i>Total Administration Expense</i>		<i>8,471,838.03</i>	<i>8,926,800.00</i>	<i>454,961.97</i>	<i>94.90</i>
ClothingSupplies	20000	1,843,198.14	1,617,200.00	-225,998.14	113.97
Equipment-FirearmsSpecialUnit	20170	444,967.25	458,700.00	13,732.75	97.01
Radio License	21000	165,960.86	167,000.00	1,039.14	99.38
MealsCatering	23135	55,407.41	63,500.00	8,092.59	87.26
AudioVisual	24010	97,480.09	102,500.00	5,019.91	95.10
PhotographicEquipment	24040	82,798.27	90,100.00	7,301.73	91.90
PhotographicSupplies	24060	30,081.26	55,300.00	25,218.74	54.40
FingerPrintMiscellaneous	24070	6,075.15	25,000.00	18,924.85	24.30
FingerPrintChemicals	24080	4,752.44	6,000.00	1,247.56	79.21
InvestigationExpense	24090	321,523.88	439,200.00	117,676.12	73.21
Recruiting	25210	50,790.90	56,900.00	6,109.10	89.26
Personnel Agency Fees	25230	844,417.81	947,300.00	102,882.19	89.14
Material Supplies-External	26030	168,311.45	171,100.00	2,788.55	98.37
Gas Oil	26060	2,379,458.04	3,146,800.00	767,341.96	75.62
Diesel	26070	22,511.49	34,500.00	11,988.51	65.25
Purchase Of Service	28520	415,054.47	684,600.00	269,545.53	60.63
RentEquipment	29600	17,768.63	7,500.00	-10,268.63	236.92
<i>Total Program Related Expense</i>		<i>6,950,557.54</i>	<i>8,073,200.00</i>	<i>1,122,642.46</i>	<i>86.09</i>
LegalFees	25020	189,306.81	121,500.00	-67,806.81	155.81
Translation	25070	29,393.39	45,100.00	15,706.61	65.17
Consultant	25100	363,661.50	347,500.00	-16,161.50	104.65
<i>Total Professional Services Expense</i>		<i>582,361.70</i>	<i>514,100.00</i>	<i>-68,261.70</i>	<i>113.28</i>
Hydro_Water	30000	1,451,406.24	1,366,400.00	-85,006.24	106.22
Heat	30020	255,238.72	346,800.00	91,561.28	73.60

<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
OfficeCleaning	30031	880,545.86	946,000.00	65,454.14	93.08
Caretaking	30050	159,464.96	154,000.00	-5,464.96	103.55
PropertyBuildingRental	30090	1,074,148.28	1,097,900.00	23,751.72	97.84
InsuranceAllocation	30118	2,396,000.00	2,396,000.00	0.00	100.00
BuildingRenovations	30120	104,958.58	50,000.00	-54,958.58	209.92
Total Occupancy Expense		6,321,762.64	6,357,100.00	35,337.36	99.44
Repair_MaintBuildingExternal	31000	90,109.13	113,400.00	23,290.87	79.46
Repair_Maint Contracts	31xx0	1,470,418.67	1,453,300.00	-17,118.67	101.18
RepairMaintPlantEquipment	35700	1,478,534.11	1,508,900.00	30,365.89	97.99
Repair Maint Vehicles	37510	1,659,929.70	1,602,500.00	-57,429.70	103.58
Repair Vehicle Accidents	37515	324,525.89	293,000.00	-31,525.89	110.76
Total Repairs & Maintenance Expense		5,023,517.50	4,971,100.00	-52,417.50	101.05
BankCharges-General	50030	203,805.13	184,000.00	-19,805.13	110.76
Debt Issuance Fees	50050	-80,693.14	0.00	80,693.14	NIL
BadDebtExpense	50085	2,146,274.00	0.00	-2,146,274.00	NIL
Allocated-Debt Principle	54508	3,054,738.26	3,153,094.00	98,355.74	96.88
Allocated-DebtInterest	54518	3,469,242.63	3,725,174.00	255,931.37	93.13
Total Financial Items		8,793,366.88	7,062,268.00	-1,731,098.88	124.51
Contribution to Capital - Facilities	57210	0.00	327,000.00	327,000.00	0.00
ContribToDebtReductionReserve	57635	314,375.04	314,375.00	-0.04	100.00
ContribToFuelCostStabilization	57644	536,683.70	0.00	-536,683.70	NIL
ContribToSickLeaveReserve	57650	1,500,000.00	1,500,000.00	0.00	100.00
Contribution to Capital - Equipment	57670	1,253,578.32	2,148,000.00	894,421.68	58.36
Contribution to Capital - Vehicles	57690	3,554,155.62	4,040,000.00	485,844.38	87.97
ContribToSeizedMoney	57970	94,185.13	60,000.00	-34,185.13	156.98
Total Contributions to Reserves		7,252,977.81	8,389,375.00	1,136,397.19	86.45
Recovery - Emergency Services	61009	-54,200.00	-54,200.00	0.00	100.00
Allocated - Planning	62038	170,000.00	170,000.00	0.00	100.00
Allocated Transportation & Works	62048	359,200.50	408,800.00	49,599.50	87.87
Negotiated Legal	62098	680,000.00	680,000.00	0.00	100.00
InterDepartmentCharges	66000	0.00	0.00	0.00	NIL
IntradepartmentalAllocation	66008	0.00	0.00	0.00	NIL
Total Internal Charges		1,155,000.50	1,204,600.00	49,599.50	95.88
Purchase Of Equipment	40000	131,355.32	380,700.00	249,344.68	34.50
OperatingEquipment	40010	265,074.02	196,700.00	-68,374.02	134.76
VehicleEquipment	40040	33,638.21	120,000.00	86,361.79	28.03
ComputerSoftware	41010	256,791.26	272,300.00	15,508.74	94.30
Total Minor Equipment		686,858.81	969,700.00	282,841.19	70.83
Total Expenditures		330,182,230.85	329,933,082.00	-249,148.85	100.08
Revenues					
ProvincialGrant	71010	-10,575,378.30	-10,648,300.00	-72,921.70	99.32
Total Provincial Funding		-10,575,378.30	-10,648,300.00	-72,921.70	99.32
Recovery - Other	70400	-493,239.14	-615,000.00	-121,760.86	80.20
Fees & Charges	75000	-3,706,522.38	-3,168,100.00	538,422.38	117.00
AdministrativeFees	75040	-823,882.66	-851,300.00	-27,417.34	96.78
SundryRevenue	75060	-1,034,329.08	-132,000.00	902,329.08	783.58
PoliceEscorts	75090	-927,050.87	-915,000.00	12,050.87	101.32
AccidentReports	75130	-3,433,294.24	-5,575,000.00	-2,141,705.76	61.58
PrisonerEscorts	75150	1,838.07	-40,000.00	-41,838.07	-4.60
LeaseRentalRevenue	75160	-175,532.72	-150,000.00	25,532.72	117.02
AlarmMonitoringFees	75180	-1,491,726.72	-2,209,100.00	-717,373.28	67.53
ThirdPartyRecovery	75310	-1,792,435.91	-1,771,600.00	20,835.91	101.18
ClearanceLetterRevenues	75330	-1,921,640.77	-1,609,000.00	312,640.77	119.43
VolunteerApplicantScreeningRev	75335	-1,729,240.00	-1,076,000.00	653,240.00	160.71
Freedom of Information Revenue	75340	-183,341.79	-150,000.00	33,341.79	122.23
VehicleAuctionProceeds	75520	-486,225.50	-374,100.00	112,125.50	129.97

<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
<i>Total Fees & Charges</i>		-18,196,623.71	-18,636,200.00	-439,576.29	97.64
ContribFromPoliceBuildingReserve	77060	-3,989,604.88	-3,989,605.00	-0.12	100.00
Contri From Seized Money	77830	-56,500.00	-100,000.00	-43,500.00	56.50
<i>Total Contributions from Reserves</i>		-4,046,104.88	-4,089,605.00	-43,500.12	98.94
<i>Total Revenues</i>		-32,818,106.89	-33,374,105.00	-555,998.11	98.33
<i>Net Position</i>		297,364,123.96	296,558,977.00	-805,146.96	100.27

Notes / Assumptions

1. Twelve months represents 100.0% of the year
2. Excludes Regional allocations for telephone, occupancy, information technology, human resources, legal, and finance
3. Excludes non-budgeted PSAB charges for Tangible Capital Asset costs for amortization, debt principle and gain/loss on disposal of assets
4. Excludes 2016 budget re-statements for property tax exemptions and facilities allocation costs not loaded in Peoplesoft

FINANCIAL NOTES

SALARIES

The Salaries account is 100.8 percent spent at December 31, 2016 due to uniform FTEs above authorized strength January through August in anticipation of retirements, monitor costs recoverable by other police services via joint force operations, and fewer civilian vacancies.

Net Overtime is 92.9 percent spent. Salary Overtime and Court Overtime are on budget; Returned Overtime is over budget causing the net favorable variance. For comparison purposes, net overtime as of December 31, 2015 was 124.3 percent spent including unbudgeted time related to the Pan Am games.

BENEFITS

Employee benefits accounts are favorable at 99.8 percent spent. Last year at this time accounts were 101.0 percent spent.

OPERATING EXPENSES

Administration Expense

Favorable variances in several accounts including Staff Training, Public Relations, Postage, Office and Computer Supplies, Printing, and Telecom Lines and Contracts, are partially offset by unfavorable variances in Telephone, Computer Software Maintenance and Office Equipment Rentals accounts.

Program Related Expense

Overall spending is well below budget due to under spending in Photographic Supplies, Fingerprint Miscellaneous, Investigation Expense, Personnel Agency Fees, Gasoline and Purchase of Service accounts. Spending in the Clothing Supplies account is over budget.

Professional Services Expense

Variances in translation and consulting fees offset one another. Legal fees exceeded budget causing the combined deficit.

Occupancy Expense

Combined heat and hydro accounts are on budget. Expenses for cleaning and property rentals are under budget partially offset by higher than planned renovation costs.

Repairs & Maintenance Expense

Total repairs and maintenance costs are slightly over budget due to unfavorable variances in vehicle maintenance and accident repairs accounts.

Financial Items

Unbudgeted bad debt expense for \$2.1 million pertains to collectability concerns for Motor Vehicle Investigations and Reports. Combined financing costs for debt principle, interest and issuance fees are favorable by \$0.4 million. Bank charges are modestly over budget.

Contribution to Reserves

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

unbudgeted. The underspending of facilities, information technology and vehicle capital projects was planned as part of the deficit mitigation strategy. Revenues from forfeited monies and auction proceeds exceed budget.

Internal Charges

The allocation for use of the Region of York transportation work yard fuel pumps in Vaughan has been trued up to reflect actual cost which is modestly under budget.

Asset Acquisition

Minor equipment accounts are underspent as part of the deficit mitigation strategy.

REVENUES

Provincial funding is slightly under budget due to lower than planned PAVIS Grant funding. Total Fees and Charges are below plan due to revenue shortfalls in Accident Reports and Alarm Monitoring Fees accounts. Revenues are also under plan in Recovery-Other and Prisoner Escorts accounts. Chargebacks to Fires Services for IT support are lower than planned. Accounts with favourable variances include Fees & Charges, Sundry Revenue, Lease Rental, Third Party Recovery, Clearance Letter, Volunteer Applicant Screening, Freedom of Information and Vehicle Auction Proceeds. Fees & Charges are favorable due primarily to Paid Duty Earnings which exceed budget and offset wage expenses. The Sundry Revenue account includes cost recovery for clandestine drug operations and joint service investigations. Contributions from seized monies to pay for Police Services Board public relations expenses are under budget.

POLICE SERVICES BOARD PUBLIC RELATIONS FUND

Year-to-date contributions to the reserve as of December 31, 2016 total \$94,185, \$70,626 from forfeited monies and \$23,559 from auction proceeds. Interest earned on the account totals \$10,819. A draw from the reserve of \$56,500 has been made to pay for approved expenditures.

DEVELOPMENT CHARGE RESERVE

Development charge collections to date total \$4,605,944. Interest earned on this account totals \$156,470. Combined payments made on the development charge portion of debentures and Capital projects total \$4,602,142.

SICK BANK RESERVE

The year-to-date contribution of \$1,500,000 is on plan. Interest charges of \$180,956 have been recorded on this account to reflect the debit balance of the reserve.

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MARCH 22, 2017

Amended Service Fees and Charges

RECOMMENDATIONS

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.

SYNOPSIS

This report recommends revising the Service Fees and Charges collected by York Regional Police on behalf of the Board pursuant to the provisions of the *Municipal Act, 2001*. The proposed fee changes, which would be effective as of April 3, 2017, include a repeal of the existing mandatory \$490 fee for Motor Vehicle Collision Investigations and Report with a request based fee of \$340 and updated Paid Duty Officer rates in accordance with the Uniform Working Agreement 2016-2019.

FINANCIAL IMPLICATIONS

Funding in the amount of \$11,218,500 is included in the 2017 Operating Budget for service fees and charges, including \$1,732,000 for Motor Vehicle Collision Investigations and Report and \$3,228,100 for Paid Duty Officer fees. The proposed service fees and charges are projected to

result in a shortfall of (\$247,000) from 2017 Budget estimates. However, a further update to amend service fees and charges is anticipated for the Board's June 28, 2017 meeting, that is expected to mitigate the shortfall in full.

BACKGROUND

In establishing service fees and charges, the Board is recognizing a need to recover a portion of the costs associated with the provision of certain services through user fees. By passing the cost of specific services to the consumers who require those services, only those individuals or groups that actually utilize or receive the benefit of the respective services pay for the cost of providing them, rather than taxpayers in general.

The fees were developed inclusive of costs related to administration, fees for mandatory services, and include both the direct and indirect costs of providing the services. The rationale for the fee changes is discussed below.

Motor Vehicle Collision Investigations and Report

In November 2013, Accident Support Services International Limited (ASSI) submitted a proposal to expand Collision Reporting Centres from one to three locations and to privatize the front-end of the reporting process with ASSI staff, in return for the revenues from the reports. A financial review showed that the ASSI proposal would improve cost recovery to approximately 20% of the full cost of collision investigations. ASSI's proposal was therefore not accepted.

On March 30, 2015, a request based Motor Vehicle Collision Report fee of \$260 was established as an interim progression towards substantial cost recovery at \$490, implemented on January 1, 2016. At its June 22, 2016 meeting, the Board approved the Motor Vehicle Collision Investigations and Report Bylaw No. 06-16, to amend the previous fees with mandatory charges.

In response to stakeholder concerns in relation to the quantum and mandatory nature of the \$490 fee, on February 15, 2017, the Board received a private report from the Regional Solicitor which recommended amending Bylaw No. 06-16 and re-establishing a request based fee of \$340. The \$340 fee reflects recovery of 62% of the costs associated with Motor Vehicle Collision Investigations and Report, with the remaining 38% balance funded from the tax levy.

Paid Duty Officer Fees

Officer fees were amended for Constable, Sergeant and Staff Sergeant ranks to reflect January 1, 2017 rates as outlined in the 2016-2019 Uniform Working Agreement. The future scheduled rate changes for July 1, 2017, January 1, 2018 and January 1, 2019 have been revised within the online order webpage and identified via an asterisk on Schedule A as subject to change based on the Working Agreement.

It is therefore recommended that the Board approve and adopt the Amended Service Fees and Charges set out in Schedule A and repeal the Board's Bylaw 06-16 effective April 3, 2017.

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

EJ:jc

Accessible formats or communication supports are available upon request

Schedule A - Service Fees and Charges
Effective April 3, 2017

Column 1 - Fee Description	Column 2 - Fee	Amended
Information Management Bureau and Legal Bureau		
Motor Vehicle Collision Investigations & Report	\$340	*
Clearance Letters	\$60	
Clearance Letters - Volunteers & Students	\$30	
Vulnerable Sector Screenings	\$60	
Vulnerable Sector Screenings - Volunteers & Students	\$30	
Pardon Applications	\$100	
Fingerprints	\$60	
General Occurrence Report	\$60	
Clandestine Drug Laboratory Property Check	\$50	
Officer Notes & Statements, per occurrence	\$225	
Budget and Control Bureau		
Dispatched False Alarm Attended	\$190	
Dispatched False Alarm Cancelled	\$120	
Paid Duty Constable Officer Fee**	\$69.50	*
Paid Duty Sergeant Officer Fee**	\$79.58	*
Paid Duty Staff Sergeant Officer Fee**	\$87.92	*
Paid Duty Vehicle, per hour	\$37.80	
Paid Duty Administrative Fee	20%	
Forensic Identification		
Audio or Videos	\$80	
CD of Photographs per 10 images	\$50	
Hardcopy Photographs - Contact sheet or 10 images	\$50	
Traffic Bureau		
Full Reconstruction Report	\$2,500	
Reconstruction Hybrid Report	\$1,200	
Collision Investigation Reports, each	\$550	
Scene Measurements, Field Sketches & Notes, Vehicle Crush Measurements, Scale Diagrams, Speed / Time & Distance Calculations, Opinions and Conclusions		

Notes:

Harmonized Sales Tax extra, where applicable.

* Denotes a rate change from the previous By-law.

** Paid Duty Officer rates are based on the Uniform Working Agreement and subject to change 90 days after contract ratification. Per Hour, minimum 4 Hours.

THE REGIONAL MUNICIPALITY OF YORK POLICE SERVICES BOARD

BYLAW NO. 04-17

A bylaw to amend Bylaw No. 02-15, being a bylaw to impose fees and charges for services and activities provided by York Regional Police

NOW THEREFORE, The Regional Municipality of York Police Services Board enacts as follows:

1. Bylaw No. 02-15 is hereby amended by replacing page 3 of Schedule A to the bylaw with Schedule A attached, effective April 3, 2017.
2. Bylaw 06-16 is hereby repealed, effective April 3, 2017.

ENACTED AND PASSED on March 22, 2017.

Mafalda Avellino, Executive Director

Mayor Frank Scarpitti, Chair

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MARCH 22, 2017

2017-2019 Business Plan

RECOMMENDATION

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

SYNOPSIS

In collaboration with the Regional Municipality of York Police Services Board, York Regional Police members and our citizens, the Planning, Research and Evaluation Unit developed the draft 2017-2019 Business Plan which serves as a strategic roadmap for our organization for the next three years. The Plan includes a summary of the environmental scan, highlights from surveys and consultations, and the proposed objectives and actions for the 2017-2019 business planning cycle.

The 2017-2019 Business Plan is being submitted to the Police Services Board for final review and approval. It was posted on the York Regional Police website, on YRPNet and circulated to all focus group, workshop participants, and members of Regional Council to provide their comments between February 6-17, 2017. The 2017-2019 Business Plan was modified after receiving stakeholder feedback and is attached in Appendix A. A summary of the comments and feedback that were received is attached in Appendix B. Upon approval, copies of the final plan will be printed and available for distribution in April 2017.

FINANCIAL IMPLICATIONS

Funding is included in the 2017 Operating and Capital Budgets to facilitate the initial year of the Business Plan. Funding for years two and three are contained in the 2018 and 2019 Outlook, subject to approval via the annual budget process by the Board and Regional Council.

Printing costs for the 2017-2019 Business Plan are not expected to exceed \$6,000, excluding taxes.

BACKGROUND

Pursuant to Section 30(1) of the Ontario Adequacy Standards Regulation and the Ministry of Community Safety and Correctional Services Policing Standard AI-001 Framework for Business Planning, a police service board shall prepare, at least once every three years, a business plan that addresses:

- The objectives, core business and functions of the police service, including how it will provide adequate and effective police services;
- Quantitative and qualitative performance objectives and indicators relating to: community policing, community satisfaction, emergency calls for service, violent crime, property crime, youth crime and clearance rates, assistance to victims of crime, road safety, information technology, police facilities and resource planning.

Furthermore, Section 32(2) of the Regulation requires a board to consult with its municipal council, school boards, community organizations and groups, businesses and members of the public during the development of the business plan. Police Services Board Policy 03/10 Framework for Business Planning sets out the provisions for development of the three-year business plan to ensure compliance with these requirements.

In March 2015, the Police Services Board approved the 2017-2019 Business Plan Development Strategy. During the business planning cycle, an environmental scan was conducted and three comprehensive surveys were administered to businesses, York Region residents and members of York Regional Police. The findings of the scan and surveys were reported to the Board in February, May and June of 2016.

A series of both internal and external consultation sessions were also held. They included focus groups, workshops, online mini-surveys and a Twitter “Townhall” to engage citizens, community organizations, partners and businesses. There were also consultations with new Canadians, our Members of Provincial Parliament and Municipal Mayors. York Regional Police members were consulted on an on-going basis during breakfast meetings and focus groups. A summary of the internal and external consultation findings was presented to the Board in September 2016.

To oversee the plan’s development, a Business Plan Steering Committee was established, comprised of the Executive Command Team, members of the Police Services Board including Vice Chair Virginia Hackson, John Molyneaux, Brad Rogers and Khalid Usman, and sworn and civilian members of senior management. The Steering Committee reviewed all the research and consultation findings to assist in the development of the objectives and actions. The draft plan presented to the Board reflects their identified priorities and incorporates the feedback and ideas obtained from York Region citizens, partners, community leaders and our members.

The draft 2017-2019 Business Plan addresses the core business and functions of our police service and establishes priorities to ensure the delivery of adequate and effective police services over the next three years. Our objectives and actions fall under our four cornerstones of success: Community Focus, Operational Excellence, Preferred Place of Employment and Superior Quality Service. The Business Plan continues to focus on evolving and serious crime trends that affect the community, effective and efficient delivery of services, maintaining a high level of public trust and satisfaction, youth engagement and partnerships with diverse communities.

The objectives and actions of our Business Plan will encourage our people to find efficiencies and deliver professional, superior quality service as we modernize and demonstrate our commitment to our Vision to “Make a Difference in our Community”.

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

EJ:jg

Attachments: Appendix A: 2017-2019 Business Plan

Appendix B: Summary of feedback received regarding 2017-2019 Business Plan

Accessible formats or communication supports are available upon request

YORK REGIONAL POLICE
2017–2019 BUSINESS PLAN





OUR VISION

To make a difference in our community

MISSION STATEMENT

We will ensure our citizens feel safe and secure through excellence in policing

SHARED VALUES

OUR PEOPLE
community
INTEGRITY
leadership
ACCOUNTABILITY
competence
TEAMWORK

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MESSAGE FROM THE CHAIR OF THE POLICE SERVICES BOARD

On behalf of the York Regional Police Services Board, I am pleased to present the 2017-2019 Business Plan. Our goals and objectives were developed through extensive consultation with the residents, business and community partners and members of York Regional Police. Thank you to all our engaged partners and residents in assisting us in developing a strategic roadmap for policing over the next three years.

The Board's primary goal is to provide high quality, affordable police services to our residents in a way that is transparent, accountable and inclusive. Our key priorities include enhancing public trust and confidence in our police service, working with partners in addressing community safety issues, delivering sustainable and effective police services to our communities, leveraging the latest technology in maximizing police resources and ensuring our roads, schools and communities are safe through prevention and enforcement.



MAYOR FRANK SCARPITTI

Chair, Regional Municipality of York Police Services Board

We look forward to fulfilling the commitments outlined in this plan and will strive to maintain the highest standards to ensure York Region remains one of the safest communities in Canada.

The York Regional Police Services Board is a civilian board overseeing York Regional Police.

Four board members are appointed by the Regional Municipality of York Regional Council and three by the Province of Ontario.

To learn more about the Police Services Board, view a presentation or see the board's meeting schedule, visit yrpsb.ca.

MEMBERS OF THE POLICE SERVICES BOARD



Vice Chair
Virginia Hackson,
Mayor of the Town of
East Gwillimbury



Regional Municipality
of York Chairman and
Chief Executive Officer
Wayne Emmerson



Provincial Appointee
Bang-Gu Jiang



Provincial Appointee
Brad Rogers



Regional Council
Appointee
Khalid Usman



Provincial Appointee
John Molyneux

MESSAGE FROM THE CHIEF OF POLICE

It is my pleasure to present the York Regional Police Business Plan for 2017 to 2019. Our new business plan highlights our past accomplishments and sets out future objectives for York Regional Police. The plan addresses the needs of the citizens of York Region by ensuring that our neighbourhoods, roads and schools remain safe for everyone. The 2017-2019 Business Plan responds to the interests of community members, business owners and York Regional Police members and will assist us in achieving our vision to make a difference in our community.

The 2,200 valued members and 500 dedicated volunteers representing York Regional Police are proud to serve a community that is not only one of the most culturally-rich in Canada, but also one of the nation's safest. Those members and volunteers—who reflect the diverse nature of York Region—provide crime prevention and law enforcement to nearly 1.2 million citizens. This plan will guide our organization in achieving objectives related to the COPS cornerstones laid out in our long-term strategic plan: **Community Focus**, **Operational Excellence**, **Preferred Place of Employment** and **Superior Quality Service** to the people of York Region.



ERIC JOLLIFFE O.O.M., BA, MA, CMM III
Chief of Police,
York Regional Police

Our success would not be possible without the strong partnerships we share with our residents, businesses, community organizations, the Regional Municipality of York Police Services Board, our regional and local councils and our dedicated members.

Learn more about the accomplishments and aspirations of our Executive Command Team:

Visit yrp.ca/ECT for more information about the chief and his deputies.

MEMBERS OF THE EXECUTIVE COMMAND TEAM



From left, Deputy Chief Thomas Carrique, Chief Eric Jolliffe and Deputy Chief André Crawford.

THE REGION WE SERVE

York Region is comprised of nine municipalities and is home to nearly 1.2 million people. The region continues to experience rapid population growth, which is expected to continue well into the foreseeable future. In 2014, growth in York Region accounted for 26 per cent of total population growth in the Greater Toronto and Hamilton Area.

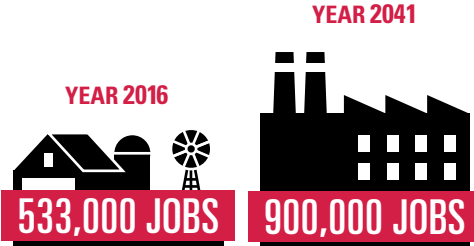
By 2041, 900,000 new jobs are expected in York Region, while the population should increase by 54 per cent to 1.7 million residents. Its current population makes it the sixth-largest municipality in Canada. York Region is also celebrated as one of the nation’s most diverse communities, as well as among the safest.

Talk about growth: In the year 2000, York Regional Police had about 1,000 total authorized strength and served roughly 700,000 residents.

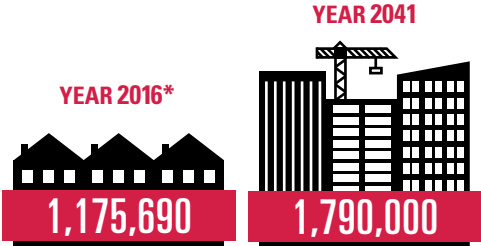


ORGANIZATIONAL COMPOSITION	2016
Total Authorized Strength	2,202
Officers	1,579
Civilians	623
Demographics	
Average Officer Age	41
Average Recruit Age	28
Officer Diversity	16.5%
Female Officers	18.6%
Total Females (including Civilians)	31.1%
Officer Length of Service	
0-9 Years	40.5%
10-19 years	38.8%
20+ years	20.6%

EMPLOYMENT ESTIMATES
FOR YORK REGION



POPULATION ESTIMATES
FOR YORK REGION



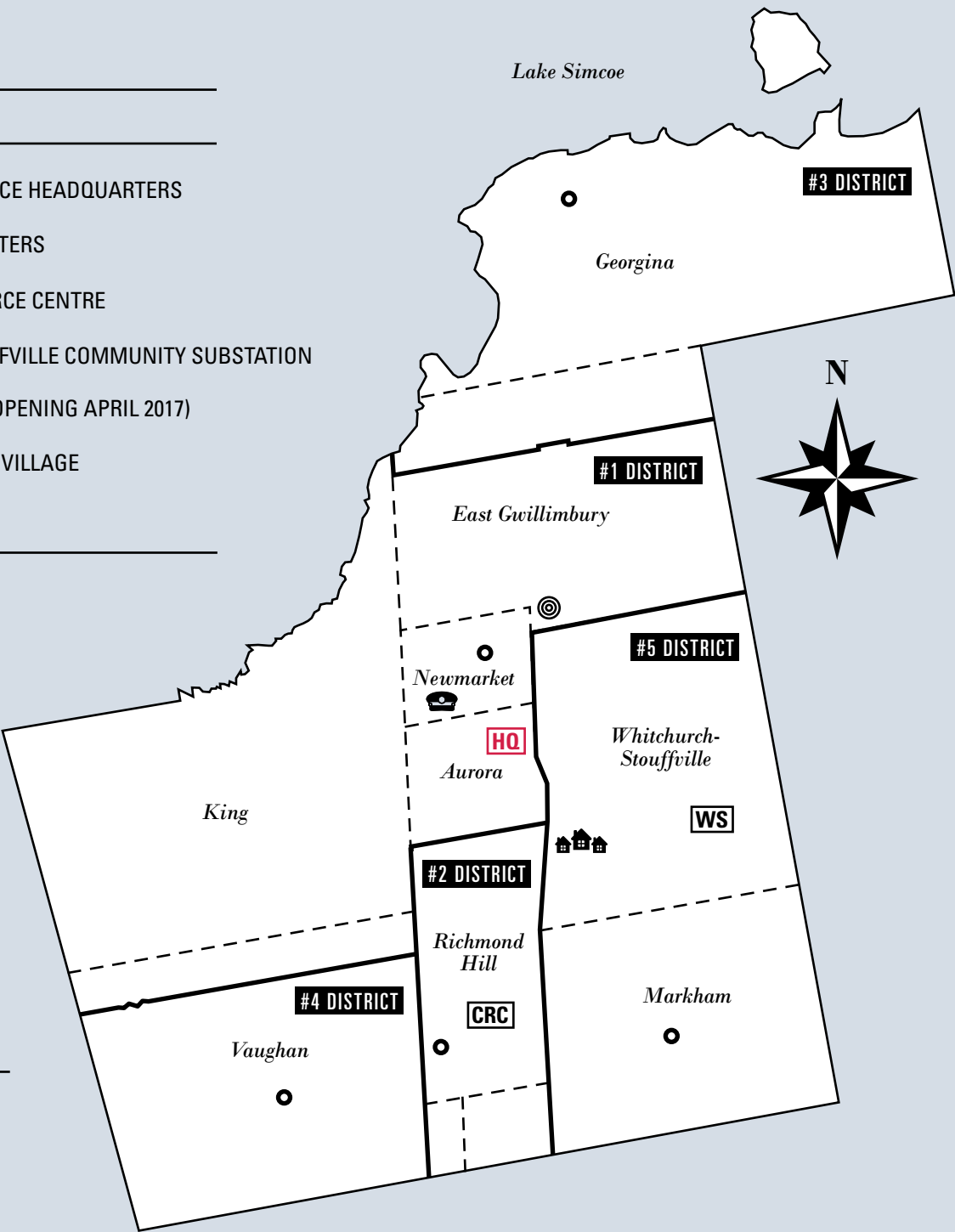
*Population number based on statistics from June 30, 2016

DISTRICT MAP OF YORK REGION

York Region’s policing jurisdiction consists of 1,756 square kilometres of land and Lake Simcoe, approximately 350 square kilometres. Every day, motorists travel on 530 kilometres of highway and 6,500 kilometres of roads in our region, with almost 10 per cent being rural roads. York Region is also home to more than 450 schools and 300 places of worship.

LEGEND

- HQ** YORK REGIONAL POLICE HEADQUARTERS
- DISTRICT HEADQUARTERS
- CRC** COMMUNITY RESOURCE CENTRE
- WS** WHITCHURCH-STOUFFVILLE COMMUNITY SUBSTATION
- ◎** TRAINING FACILITY (OPENING APRIL 2017)
- 🏠** COMMUNITY SAFETY VILLAGE
- 👮** RECRUITING



The northern reaches of #5 District, bordering #1 District, were expanded further north in 2016, as residents living in that area are now served by officers working from the Whitchurch-Stouffville Community Substation.

A LOOK INTO OUR FUTURE

To prepare for tomorrow, we must be aware of today's changing landscape and future challenges. Members of York Regional Police Strategic Services Bureau reviewed the internal environment, external social and demographic factors, as well as crime trends, to enhance our understanding of regional and national influences. Our overall goal is to provide superior quality service to the citizens we serve, while responding to the new demands and challenges of an ever-changing world. Moving forward, these trends and influences will have a significant impact on the delivery of police services:

CRIME AND PUBLIC SAFETY TRENDS

- Ranked lowest in all Crime Severity Index categories among our national comparators
- One of the safest communities in Canada
- Increased focus on human trafficking
- Potential for criminal acts associated with extremism
- Increase in cybercrime
- Increase in fraud
- Emerging and rapidly evolving drug trends
- Sophistication of organized crime

THE CHANGING LANDSCAPE OF POLICING

- Increased non-criminal related workload, including responding to citizens with mental health issues
- Increased administrative workload
- Continuous improvement and modernization of service delivery
- Ensuring fiscal responsibility
- Ensuring accountability and transparency to our citizens
- Large number of forecasted retirements



REGIONAL TRENDS AND DEMOGRAPHICS

CONTINUED HIGH POPULATION GROWTH

54%

increase in York Region's population is expected by 2041—a total of 1.7 million up from 1.1 million in 2015.

AGING POPULATION

148%

increase in the population of seniors in York Region is expected by 2031.

CONTINUED LINGUISTIC AND CULTURAL DIVERSITY

MORE
THAN 200

culturally-diverse groups call York Region home.

WIDENING INCOME GAP

68%

increase in low-income population between 2000 and 2013.

TRAFFIC GROWTH

3.26 MILLION

daily trips in personal vehicles were made in York Region from 2012 to 2014. Congestion on arterial roads in the region ranked third-highest when compared to other municipalities in the Greater Toronto Area.

INCREASED INTERACTION WITH VULNERABLE PERSONS AND PERSONS IN CRISIS

32%

increase in calls for service involving individuals with mental health issues between 2011 and 2015.

HIGHER DENSITY DEVELOPMENT

80%

increase expected in the number of households in York Region between 2011 and 2041.

For more information on the Regional Municipality of York's priorities please visit york.ca to view the region's 2015 to 2019 Strategic Plan

WHAT OUR BUSINESS PLAN MEANS TO YOU

Beyond our core responsibilities set out in the *Police Services Act*, our business plan serves as a strategic roadmap for our organization for the next three years. This plan was created after comprehensive community and member consultation and is the first step in ensuring we keep our resources aligned and focused as we continue to serve our citizens. Delivering on the business plan's objectives and actions while measuring our results are the essential next steps. We track our progress and report publicly to the Police Services Board on an annual basis.

These four cornerstones will help guide us in achieving our objectives, as well as our mission of ensuring our citizens feel safe and secure through excellence in policing:



COMMUNITY FOCUS



OPERATIONAL EXCELLENCE



PREFERRED PLACE OF EMPLOYMENT



SUPERIOR QUALITY SERVICE



The Police Services Board is required to prepare a business plan at least once every three years in accordance with section 30(1) of Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services, under the Police Services Act.

HIGHLIGHTS OF THE 2017–2019 YORK REGIONAL POLICE BUSINESS PLAN

- Maintenance of a high level of public trust and satisfaction
- Greater emphasis on youth engagement
- Focus on evolving and serious crime
- Effective and efficient delivery of service
- Continuous improvement and modernization of business processes
- Inclusivity and partnerships with diverse communities
- Healthy and supportive work environment



“We are so fortunate that we have such a thoughtful and caring police service. Please accept my heartfelt thanks.”

YORK REGION RESIDENT

WHAT WE HEARD FROM OUR COMMUNITY

York Regional Police believes in the value of community consultation. Over the last three years, we have engaged with our community, partners and businesses in a variety of ways including workshops, focus groups and community and business surveys. The feedback provided by community members helps keep us informed about current concerns and guides our strategic priorities.



AREAS OF PRIORITY FROM COMMUNITY CONSULTATIONS, INCLUDE:

- Increasing education for new Canadians about Canadian laws and police programs
- Maintaining a connection to youth through engagement and enhanced interactions
- Increasing education and community awareness around crime prevention and personal safety
- Continuing use of social media to connect with community members
- Staying current with emerging technologies
- Ensuring members of York Regional Police reflect the diversity of the communities we serve
- Identifying and implementing efficiencies within York Regional Police
- Enhancing police presence in areas of concern

To view the results of the 2016 Community Survey, visit yrp.ca and select Community > Public Survey Results.

SURVEYING OUR COMMUNITIES

York Regional Police surveyed residents of York Region to garner their opinions on policing and crime in their neighbourhoods. The 2016 Community Survey was distributed to 12,000 randomly selected households and included questions about citizens' needs, experiences and priorities to measure our success.

THE TOP FIVE POLICING PRIORITIES OF COMMUNITY SURVEY RESPONDENTS ARE:

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



“Every day on my way to or from work, I see a York Regional Police vehicle in the area calmly driving along or pulled over. It makes me feel safe and comfortable living and working in York Region, knowing you’re looking out for our communities.”

YORK REGION RESIDENT

WHAT WE HEARD FROM OUR MEMBERS

In 2016, York Regional Police used a variety of methods to consult with our members and collect their valued feedback and suggestions. Information is exchanged at breakfast meetings with the Executive Command Team, in focus groups and through committee participation, social media and organizational surveys. Last year, all members of York Regional Police were invited to participate in an internal survey in which they were asked to give their opinion about areas such as public engagement, service delivery and their work environment.



THE TOP FIVE AREAS IN WHICH MEMBERS FELT YRP EXCELS AT:

1. Community engagement and relationship building
2. Member support and benefits
3. Training, equipment and facilities
4. Public appearance and reputation
5. Supporting and encouraging diversity and inclusivity



THE TOP FIVE AREAS ON WHICH OUR MEMBERS FELT YRP SHOULD FOCUS ON:

1. Ensuring equitable recruitment and promotional processes
2. Organizational communication
3. Ensuring high employee morale
4. Consistency in holding members accountable
5. Enhancing operational excellence

“As I approach the end of my career at York Regional Police, I am thankful for the privilege to have been part of this organization. I look at my experiences and appreciate all of them. I often tell my family that we are blessed that we have good jobs with such great people to work with.”

MEMBER OF YORK REGIONAL POLICE





“I had an opportunity to deal with the police regarding our home that was broken into last year and was so impressed with their professionalism. We were treated with the utmost respect and genuine empathy!”

YORK REGION RESIDENT

SURVEY HIGHLIGHTS

2016 COMMUNITY SURVEY



94%

Satisfaction rate

96%

of respondents have a high level of confidence in York Regional Police

89%

of respondents feel they receive good value for their tax dollar

2015 BUSINESS SURVEY



93%

Satisfaction rate

95%

of respondents agree York Regional Police officers are respectful, courteous and professional

90%

of respondents felt their business location was safe

2016 MEMBER SURVEY



93%

of respondents are proud to be a member of York Regional Police

95%

of respondents feel that York Regional Police provides a high quality of service to residents in York Region

92%

of respondents enjoy the work they do

LOOKING BACK:

WHAT WE ACCOMPLISHED BETWEEN 2014 AND 2016



COMMUNITY FOCUS



- Administered contests to encourage interaction between youth and police
- Incorporated Ontario's Community Mobilization and Engagement Model in all crime prevention presentations to public and external partners
- Developed a partnership with York Region Welcome Centres to engage with new Canadians
- Provided crisis intervention training to police officers
- Created the *United* superhero
- Established a Mental Health Issues collaborative working group
- Administered the Youth Leadership Camp
- Collaborated with the York Region Bully Prevention Partnership



OPERATIONAL EXCELLENCE



- Implemented Data Driven Approaches to Crime and Traffic Safety (DDACTS)
- Conducted various projects, initiatives, task-force operations and joint-forces operations to detect, disrupt and dismantle organized crime
- Established the Real-Time Operations Centre (RTOC)
- Developed a framework to implement a Business Intelligence strategy
- Established the new civilian Forensic Identification Assistant program
- Revised our call prioritization process
- Conducted a frontline workload analysis and implemented a new sector-based service delivery model
- Provided incident management system training to members



PREFERRED PLACE OF EMPLOYMENT



- Recognized as one of the 2016 Greater Toronto Area's Top Employers
- Implemented a new student cadet program
- Provided Road to Mental Readiness (R2MR) training to all members to assist in mental health awareness
- Implemented Internal Support Networks (ISNs)
- Established an internal Peer Support Team
- Implemented a career mentoring pilot program
- Created a spousal support network
- Continued to implement greening initiatives throughout the organization



SUPERIOR QUALITY SERVICE



- Upgraded our radio system
- Developed a Communications Strategy for both internal and external communications which includes crisis communications and social media strategies
- Created a modern, functional York Regional Police website
- Reviewed and streamlined our processes for responding to Silent 9-1-1 calls and Alarm calls
- Implemented text-to-911 capabilities for residents who are deaf, deafened or hard of hearing
- Increased hate crime awareness training
- Implemented new scheduling software
- Provided members with ethics awareness training

COMMUNITY FOCUS



York Regional Police is dedicated to building meaningful and respectful connections with the citizens of York Region. Moving forward, we will enhance the well-being and safety of our community members by implementing programs that engage our diverse communities.

OBJECTIVES	ACTIONS
1. To maintain public trust and confidence through community engagement	1.a Enhance engagement, communication and outreach with our community to promote the sharing of information and mutual respect 1.b Increase our interaction with children, youth, seniors, persons with disabilities, victims and other vulnerable populations 1.c Provide greater police presence in the community to improve public safety
2. To continue developing partnerships within the community focused on a shared sense of ownership for crime prevention and community safety	2.a Enhance awareness to the public on our reporting tools, community resources and programs 2.b Empower our community partners and leverage their knowledge and resources to proactively manage issues that have an impact on the community 2.c Encourage collaboration with our community and policing partners to enhance the capacity of the community to address safety and crime issues
3. To engage youth and community partners to encourage positive police and youth relations	3.a Implement strategies that promote positive and respectful relationships, fostering a safe environment for youth in our community 3.b Increase engagement and collaboration with youth using interactive tools like social media 3.c Provide greater awareness and education to community partners and parents on crime prevention and personal safety for youth

OPERATIONAL EXCELLENCE



Our organization is committed to enhancing and modernizing our operations to accomplish our mission of ensuring that citizens are safe and secure through excellence in policing. We will make a difference in our community by addressing crime concerns, enforcing traffic safety and preparing for potential future threats.

OBJECTIVES	ACTIONS
1. To enhance crime detection, suppression and enforcement activities through evidence-based decision making	1.a Utilize intelligence-based approaches and data to address crimes that affect the community 1.b Identify and act upon evolving risks to the community, such as drug production, fraud, cybercrime, human trafficking, organized crime, and our response to persons in crisis 1.c Optimize the use of data to strategically address traffic enforcement and promote traffic safety priorities
2. To manage and deploy resources in a responsible and sustainable way	2.a Implement the new patrol service delivery model and ensure its continuous evaluation 2.b Collaborate with partners to ensure we are fully prepared and trained to respond to large-scale events and emergencies in the community 2.c Effectively deploy and ensure ongoing review of resources to balance workload
3. To enhance organizational effectiveness and reinforce our high standard of professionalism	3.a Implement an organization-wide ethics framework 3.b Utilize data and tools such as business intelligence to support organizational effectiveness and performance 3.c Ensure a high level of customer service and professionalism when interacting with the public

PREFERRED PLACE OF EMPLOYMENT



To ensure our members accomplish their short and long-term objectives, we must remain focused on their well-being and continue to promote professionalism and respect at every level of the organization. York Regional Police is committed to providing a supportive, inclusive and responsive working environment that will allow us to remain a preferred place of employment for years to come.

OBJECTIVES	ACTIONS
1. To promote York Regional Police as an equitable and inclusive employer	1.a Deliver equitable and inclusive recruitment initiatives to reflect our diverse communities 1.b Collaborate with diverse community partners to promote policing as a desirable profession 1.c Implement internal strategies and initiatives that promote the values of equality, diversity and social inclusion
2. To provide learning and personal growth opportunities that strengthen members' skills and core competencies	2.a Advance the use of technology and tools to provide alternative training and learning opportunities for members 2.b Enhance our leadership training 2.c Build sustainable and collaborative community partnerships that support and celebrate our diverse communities
3. To create a healthy and engaging workplace	3.a Enhance awareness and understanding of health and wellness services to all members and their families 3.b Develop meaningful ways to improve the impact of employee engagement 3.c Continue to encourage a work environment that promotes dignity and respect

SUPERIOR QUALITY SERVICE



We continue to enhance our capacity by utilizing technological advancements, modernizing and streamlining our internal processes. We are committed to and continue to provide excellence in policing and superior quality service to residents and business owners in York Region.

OBJECTIVES	ACTIONS
1. To support the modernization of policing throughout the organization	<p>1.a Review and evaluate key business processes and programs to improve efficiencies</p> <p>1.b Examine innovative ways to deliver our services through alternative methods</p> <p>1.c Ensure a culture of risk management is embedded in our processes and practices</p>
2. Use existing and emerging technologies to achieve our strategic and operational objectives	<p>2.a Explore alternative options for communication and reporting</p> <p>2.b Leverage more technology options that advance our members' effectiveness and efficiency</p> <p>2.c Enhance connectivity and co-ordinate resources with our community partners</p>
3. Ensure policing practices respond to our changing community	<p>3.a Improve our members' knowledge of the social and community issues in the neighbourhoods they police</p> <p>3.b Enhance our relationships with new Canadians in order to promote trust in police</p> <p>3.c Further prepare the organization to address regional changes associated with urban intensification</p>

CORNERSTONE MEASUREMENTS

COMMUNITY FOCUS



- Community satisfaction and confidence rate
 - Number of mental health crisis calls to 9-1-1
 - Number of follow-ups completed by York Regional Police social workers
 - Number of referrals to Victim Services of York Region
 - Feedback from community partners and crime prevention program participants
 - Feedback from youth and community partners regarding youth engagement
 - Number of youth recommended to the Community Referral Program
-

OPERATIONAL EXCELLENCE



- Total reported Criminal Code incidents per 100,000 population
- Ranking in all Crime Severity Index categories
- Feedback from members on the effective use of data and tools
- Minimum staffing level compliance
- Number of joint emergency-preparedness exercises
- Feedback from members on the performance appraisal process
- Member survey results of accountability perception



CORNERSTONE MEASUREMENTS

PREFERRED PLACE OF EMPLOYMENT



- Number of job applications received
 - Top employer recognition(s) received
 - Feedback from members on quality of learning and growth opportunities
 - Feedback received regarding the newly created York Leads training program
 - Member survey results
 - Feedback from members on engagement through surveys and focus groups
 - Number of proactive district initiatives
-

SUPERIOR QUALITY SERVICE



- Efficiencies made to business processes and practices
- Total cost for police services per capita
- Number of risk-management presentations to our members
- Effective implementation and use of new technologies and tools
- Number of social media followers (e.g., Facebook, Twitter, Instagram)
- Community feedback on our engagement with diverse communities
- Number of presentations and initiatives at Welcome Centres and community events



RELATED PLANS AND BUDGET



To view any of our past publications or reports online, please visit yrp.ca/publications

BUDGET AND FINANCIAL PLAN

The following three-year budget forecast provides the estimated operating and capital costs to implement our business planning initiatives and provide adequate and effective policing in York Region. Any additional costs of implementing this plan, above and beyond the estimated budget forecast, will be identified during the annual budget process.

The Capital Budget, which is approved by the Police Services Board, includes the following plans:

20-YEAR FACILITY STRATEGY AND FACILITIES MANAGEMENT PLAN

The 20-year Facility Strategy is a comprehensive facilities master location plan to the year 2036. It informs current and future planning for the optimal location of police facilities that address short and long-term needs.

The Facilities Management Plan addresses the annual operational facility needs of the organization. Its purpose is to maintain safe and accessible facilities and address operational requirements for the maintenance of systems. It addresses construction, renovation or alteration work that adds value and ensures compliancy to the *Ontario Building Code*, including the *Accessibility for Ontarians with Disabilities Act*. Annual status reports for the facilities plans are provided to members of the Executive Command Team and the costs associated are included in the 10-year Capital Plan, which is approved by the Police Services Board.

INFORMATION TECHNOLOGY PLAN

Information Technology aligns its three-year technology plan with the strategic business requirements identified in the 2017-2019 York Regional Police Business Plan. We continue to research and evolve to address the latest trends in the rapidly and constantly changing world of technology. Keeping our data and processes associated with the business functionality current, we ensure the security and integrity of the infrastructure and create meaningful data analytics.

BUDGET FORECAST					
YEAR	CAPITAL BUDGET (In Millions)	OPERATING BUDGET (In Millions)	NUMBER OF OFFICERS	NUMBER OF CIVILIANS	COST PER CAPITA
2017	\$22.5	\$310.9	1,610	635	\$285
2018	\$22.3	\$324.1	1,626	641	\$292
2019	\$30.9	\$335.3	1,642	647	\$296



“Any interaction I’ve had with York Regional Police has been very positive. The officers are friendly, polite and make me feel safe.”

A RESIDENT OF YORK REGION

SAYING THANK YOU



IN CONCLUSION

We are confident that the objectives and actions contained in our 2017–2019 Business Plan will improve our delivery of police services.

Through our collective commitment and continued partnerships, we are dedicated to making a difference in our community.

SAYING THANK YOU

We would like to extend special thanks to the many individuals, groups and organizations who helped us develop the 2017–2019 Business Plan, including:

- Members of the Police Services Board for their guidance and participation in the business planning process
- The citizens of York Region and members of York Regional Police who attended focus groups and consultations and those who completed the Community Survey, Business Survey and Member Survey for their invaluable input
- Business Plan Steering Committee members whose ideas and input helped us develop our objectives and actions
- Members and citizens who provided feedback on the draft Business Plan
- The Executive Command Team
- Members and management of the Strategic Services and Corporate Communications Bureaus
- Planners: Jennifer Gotlieb, Steven Pinto and Andrew Sansalone

To pick up a hardcopy of our latest annual report or community calendar, visit your local policing district, headquarters or the Community Resource Centre.

STAY CONNECTED WITH YORK REGIONAL POLICE

Do you want to keep informed and see how York Regional Police makes a difference in your community every day? Visit yrp.ca to learn more about our police service, or follow us on social media:

Facebook: OfficialYRP

YouTube: OfficialYRP

Twitter: @YRP

Instagram: @OfficialYRP

To subscribe to news releases, view a crime map of York Region or view current motor vehicle collisions, visit yrp.ca/NewsCentre.



“Your service has a very difficult job to do at the best of times. We certainly appreciate the dedication your members display every day.”

A COMMUNITY GROUP LEADER



表現就是明證

ਕਰਮ ਬੋਲਦੇ ਹਨ

Дела говорят сами за себя

Parlano i fatti

ਲਹਿੰਦਾ ਪਲਕਾ ਡਰਾਗਲਾਡਾ

Nos actions, nos émissaires

عمل گویاست

Deeds Speak



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APPENDIX B

SUMMARY OF FEEDBACK RECEIVED ON THE DRAFT 2017-2019 BUSINESS PLAN

The draft 2017-2019 Business Plan was posted on the public York Regional Police website, the internal York Regional Police website (YRPNet) and circulated to workshop participants, community stakeholders members of Regional Council and Members of Provincial Parliament in order to provide their comments. In total, feedback was received from six individuals.

All of the comments provided were shared with the Executive Command Team for review and consideration. The feedback included the following suggestions:

Feedback provided	Action taken
Clarification that the text to 911 capabilities are only for citizens who are deaf or hard of hearing, not for the general public.	Wording was adjusted to ensure that the public is aware that the text to 911 capabilities are only for citizens who are deaf or hard of hearing
Continued focus on speeding concerns	Action 1.c under Operational Excellence is focused on optimizing the use of data to strategically address traffic enforcement and promote traffic safety priorities
Question of the omission of the King Substation on the Region Map in the Plan.	The King Substation will be incorporated on YRP maps after it is opened.
Continued focus on mental health	There is an increased focus on developing partnerships with the community and stakeholders to address issues that have an impact on the community, such as mental health. See Objective 2, under Community Focus
Request for a reference to the Region of York Strategic Plan	A reference to the York Region Strategic Plan was added on 7. In addition, the YRP Business Plan was reviewed by members of the York Region Office of the CAO to ensure alignment with their plan.

The overall response to the draft Business Plan was positive with respondents stating that document had a professional layout and was easy to read.

Total comments received:

- 2 York Regional Police members
- 1 York Regional Police District Community Liaison member
- 1 Resident of York Region
- 2 employees of York Region



Report of the Executive Director

Meeting Date: March 22, 2017

Public Relations Reserve Fund Amended Update Report

RECOMMENDATION

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

AMENDMENTS

At its February board meeting, the Board received the public relations status report with incorrect financial figures. The correct fund balance as of December 31, 2016 is **\$297,114** (and not \$248,610 as reported in February) and the reserve fund as of January 1, 2016 is **\$248,610** (and not \$259,734 as previously reported). The amended "Summary of Public Relations" attachment is also included with this report.

BACKGROUND

Sections 132(2) and 133(3) of the *Police Services Act* give Police Services Boards the authority to use the proceeds from the sale of unclaimed personal property and money found and seized by the police service for any purpose that it considers in the public interest. Pursuant to its statutory authority, the Police Services Board established the Public Relations Reserve Fund.

Section 8 of the Board's Policy, which governs fund administration, requires that the Executive Director, in consultation with the Manager of Financial Services, York Regional Police, monitor expenditures and report semi-annually all activity in the Public Relations Reserve Fund, including revenue, disbursements and balance.

STATUS OF PUBLIC RELATIONS FUND

The Board's 2016 budget includes a total of \$100,000 for public relations. The Board's Public Relations Reserve Fund on January 1, 2016 is **\$248,610** and the fund balance as of December 31, 2016 is **\$297,114**.

Disbursements

From January 1, 2016 to December 31, 2016, the Board approved the following disbursements from its Public Relations Reserve Fund:

ORGANIZATION	Amount
Association of Black Law Enforcers - Gala	\$2,500

ORGANIZATION	Amount
Canadian Association of Police Governance	\$1,000
Canadian Association of Police Educators Conference	\$1,000
Cedar Centre (formerly York Region Abuse Program)	\$3,000
Character Community Foundation of York Region	\$5,000
Community and Home Assistance to Seniors (CHATS)	\$2,800
Clubs for Cancer	\$2,000
Community Safety Village Golf Tournament	\$10,000
Crime Stoppers of York Regional 21 st Annual Wayne Snooks Golf	\$1,500
Herbert Carnegie Future Aces Foundation Golf Tournament	\$500
I Run & Rock-United by Trauma	\$3,000
MADD York Region	\$5,000
Ontario Association of Police Services Boards	\$5,000
Ontario Women in Law Enforcement Banquet	\$1,000
St. John's Ambulance	\$2,000
Victim Services of York Region	\$1,000
Women's Centre of York Region	\$200
Yellow Brick House Gala	\$4,000
York Region CISM Team	\$1,000
York Regional Police Appreciation Night	\$5,000
TOTAL DISBURSEMENTS	\$56,500

Revenues

From January 1, 2016 to December 31, 2016, deposits credited to the Public Relations Reserve Fund include:

Monies Forfeited to the Board	\$61,023
Property Auction (net of Auction fees)	\$33,162
Interest	\$10,819
TOTAL DEPOSITS	\$105,004

Net Change

Total Revenue	\$105,004
Total Disbursements	\$56,500
Net Change (Revenue less Disbursement)	\$48,504

CONCLUSION

This report is submitted in compliance with Section 8 of the Board's Public Relations Reserve Fund Policy and indicates a fund balance on December 31, 2016 of **\$297,114**.

Mafalda Avellino
Executive Director

/jk

Attach. (1)

Summary of Public Relations
As of December 31, 2016

Organization	2016 YTD	2015	2014	2013	2012	2011	2016-2010 Total
Opening Balance	\$248,610	\$259,734	\$279,866	\$278,297	\$247,099	\$216,855	
Expenditures - Disbursements							
360kids Support Services			\$ 10,000				\$10,000
ABLE - Association of Black Law Enforcers	\$ 2,500	\$ 2,500	\$ 2,500	\$1,250	\$1,300	\$1,300	\$11,350
Beth Chabad Israeli Ctr-Spirit of Community Dinner		\$ 7,200	\$ 3,500	\$3,500	\$3,500		\$17,700
Bill Fisch Retirement			\$ 2,500				\$2,500
Canadian Association of Police Governance	\$ 1,000	\$ 25,000	\$ 5,000				\$31,000
Cape Conference	\$ 1,000						\$1,000
Cedar Centre	\$ 3,000						\$3,000
Character Community Foundation of York Region	\$ 5,000	\$ 5,000	\$ 5,000	\$5,000	\$5,000		\$25,000
CHATS	\$ 2,800						\$2,800
Clubs for Cancer	\$ 2,000	\$ 2,000	\$ 500	\$500	\$1,000		\$6,000
Community Living Newmarket & Aurora Dist.			\$ 5,000				\$5,000
Community Safety Village Golf Tournament (CSV)	\$ 10,000	\$ 10,000	\$ 10,000	\$10,000	\$10,000	\$10,000	\$60,000
Crime Stoppers of York Region	\$ 1,500	\$ 1,500	\$ 1,500	\$2,100	\$2,100	\$2,100	\$10,800
Herbert Carnegie Future Aces-Dinner			\$ 1,250	\$1,500	\$4,000	\$1,500	\$8,250
Herbert Carnegie Future Aces-Golf Tournament	\$ 500	\$ 500	\$ 500	\$500	\$400	\$400	\$2,800
I Run & Rock - United by Trama	\$ 3,000	\$ 3,000	\$ 1,500				\$7,500
Kinark Child And Family Services		\$ 5,000	\$ 5,000		\$5,000		\$15,000
MADD - York Region Chapter	\$ 5,000	\$ 5,000	\$ 7,500				\$17,500
Moving Forward 2015 Foundation		\$ 2,500					\$2,500
OAPSB - Ontario Association of Police Services Boards	\$ 5,000	\$ 5,088	\$ 7,088	\$2,000		\$2,000	\$21,176
OWLE Banquet	\$ 1,000	\$ 1,000	\$ 1,000	\$1,000	\$1,000	\$1,000	\$6,000
St. John's Ambulance	\$ 2,000	\$ 2,000	\$ 2,000	\$2,000	\$2,000	\$2,000	\$12,000
Victim Services of York Region (KRG Ins)	\$ 1,000	\$ 2,000					\$3,000
Women's Centre of York Region	\$ 200	\$ 200	\$ 210	\$210	\$210		\$1,030
Yellow Brick House	\$ 4,000	\$ 4,000	\$ 4,000	\$4,500	\$3,000	\$3,000	\$22,500
York Region Abuse Program		\$ 3,000	\$ 2,500	\$2,000	\$2,000		\$9,500
York Region CISM Team	\$ 1,000						\$1,000
York Regional Police Appreciation Dinner	\$ 5,000	\$ 5,000	\$ 5,000	\$2,500	\$2,500	\$2,800	\$22,800
York Regional Police Senior Officers Association		\$5,000					\$5,000
Total Expenditures- Disbursements	\$56,500	\$96,488	\$83,048	\$67,960	\$76,040	\$53,837	\$433,873
Revenues							
Monies Forfeited to the Board	\$61,023	\$40,923	\$47,547	\$49,409	\$30,284	\$33,564	\$262,750
Property Auctions (Net of Auction Fees)	\$33,162	\$30,077	\$1,578	\$12,586	\$67,562	\$40,188	\$185,153
Interest Earned	\$10,819	\$14,364	\$13,792	\$7,534	\$9,392	\$10,330	\$66,231
Total Revenues	\$105,004	\$85,364	\$62,916	\$69,529	\$107,238	\$84,082	\$514,133
Net Change (Revenues less Expenditures)	\$48,504	(\$11,124)	(\$20,132)	\$1,569	\$31,198	\$30,245	\$80,260
Closing Balance (89595)	\$297,114	\$248,610	\$259,734	\$279,866	\$278,297	\$247,099	

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

BY LAW NO. 05-17

**A By Law to Confirm
the Proceedings of the Board at its Meeting
held on March 22, 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 22nd day of March, 2017

Mafalda Avellino, Executive Director

Mayor Frank Scarpitti, Chair