



# The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

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

Tel: 905.830.4444 or 1.877.464.9675 ext. 77906

Fax: 905.895.5249

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

## REVISED AGENDA PUBLIC SESSION

Wednesday, October 18, 2017, 9:00 a.m.

COMMITTEE ROOM "A"

YORK REGION ADMINISTRATIVE CENTRE

17250 YONGE STREET

NEWMARKET, ONTARIO

### Pages

1. Swearing-In of New Board Member
2. Election of Chair
3. Election of Vice Chair
4. *Recognition of Outgoing Board Member*
5. Disclosure of Interest
6. Confirmation of Public Minutes of September 20, 2017 Board Meeting 2
7. Presentation
  - 7.1 2018 Police Budget and Priorities
8. Deputation

Nil.
9. Communication
  - 9.1 Correspondence from Mr. Chris Raynor, Regional Clerk, York Region, September 27, 2017, regarding the appointment of Mayor Maurizio Bevilacqua to the Police Services Board. 10

## 10. Items for Consideration - Reports of the Chief of Police

### 10.1 Interim Financial Reporting for the Period Ending August 31, 2017 12

#### RECOMMENDATION

1. That the Board receive the unaudited interim financial reports for the eight month period ending August 31, 2017, pursuant to Financial Accountability Board Policy No. 01/05.

### 10.2 2018 Operating and Capital Budgets 24

#### RECOMMENDATIONS

1. That the Board approve the 2018 Operating Budget with a tax-levy impact of \$323,511,232;
2. That the Board approve the proposed 2018 Capital Budget totalling \$22,642,000 with a Capital Spend Authority (CSA) of \$46,892,000;
3. That the Board approve for financial planning purposes the 10-Year 2018-2027 Capital Forecast totalling \$165,527,000; and
4. That the Board forward the 2018 Budget information for the Treasurer's tabling of The Regional Municipality of York's Budget at Regional Council on November 16, 2017.

### 10.3 Amendment to the Direct Purchase of an Upgrade to the Kronos Telestaff Scheduling System 42

#### RECOMMENDATIONS

1. That the Board approve an amendment to the award of software support and maintenance contract to Kronos Canadian Systems Inc. for a period of one year with an option to renew for four additional one year terms, subject to satisfactory performance and the Chief's approval, at a five year cost of \$301,100 excluding HST, if all options to renew are exercised; and
2. That the Chief of Police be authorized to execute the contracts for the software support and maintenance and to exercise any options to renew the support and maintenance contract, subject to the approval of The Regional Municipality of York's Regional Solicitor, or designate.

### 10.4 2010-2016 Sexual Assaults Investigations Review 44

#### RECOMMENDATION

1. That the Board receive this report.

## 11. Items for Consideration - Reports of the Executive Director

11.1	Execution of Documents Report	64
------	-------------------------------	----

RECOMMENDATION

1. That the Board receive this report pursuant to the Execution of Documents Bylaw No. 08-15.

11.2	Proposed 2018 Police Services Board Budget	66
------	--	----

RECOMMENDATIONS

1. That the Board approve the draft 2018 Operating Budget for the Police Services Board in the amount of \$421,900.
2. That the Board approve the 2018 Public Relations Fund budget of \$75,000.

12. Unfinished Business

Nil.

13. Other Business

14. *Addendum Item*

14.1	<i>Correspondence from Mr. Bill Hughes, Commissioner of Finance and Regional Treasurer, York Region, October 17, 2017, regarding the 2018 Budget presentation.</i>	72
------	--	----

15. Private Session

RECOMMENDATION

That the Board move into Private Session.

16. Reconvene in Public Meeting

17. Consideration of Private Items

18.	Confirmatory Bylaw	74
-----	--------------------	----

19. Adjournment



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

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

**September 20, 2017**

---

The Board commenced its meeting of September 20, 2017 in Committee Room A, York Region Administrative Centre, 17250 Yonge Street, Newmarket, Ontario on the above-noted date at 9:04 a.m. in public session.

**Board Members Present:** F. Scarpitti, Chair, Mayor of the City of Markham  
V. Hackson, Vice Chair, Mayor of the Town of East Gwillimbury  
(Chaired meeting until 9:10 a.m.)  
W. Emmerson, Chairman & C.E.O., York Region  
J. Molyneaux, Member  
B. Jiang, Member

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

**Absent:** B. Rogers, Member  
K. Usman, Member

**YRP Present:** E. Jolliffe, Chief of Police  
A. Crawford, Deputy Chief of Police  
S. Betts, 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

---

**277     DISCLOSURE OF INTEREST**

*Mr. Molyneaux declared a conflict of interest with Addendum Item A, correspondence from St. John Ambulance. The disclosure of interest is due to Mr. Molyneaux sitting on the Board for St. John Ambulance.*

*Mr. Molyneaux resolved to remove himself to consider Addendum Item A and did not participate in any consideration or discussion of, or vote on any part of this item.*

**278     CONFIRMATION OF PUBLIC MINUTES OF JULY 10, 2017 BOARD MEETING**

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the Board confirm the minutes for the public session of the meeting held on July 10, 2017 in the form supplied to the members.*

**CARRIED**

**PRESENTATION**

**279 Presentation to Retiring Superintendent Doug Conley**

The Chief of Police and Board Chair congratulated retiring Superintendent Doug Conley.

**COMMUNICATIONS**

- 280** Correspondence from Mr. Stephen Beckett, Assistant Deputy Minister, Ministry of Community Safety and Correctional Services, September 7, 2017, regarding the 2018/2019 Policing Effectiveness and Modernization Grant.

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the Board receive the correspondence from Mr. Stephen Beckett, Assistant Deputy Minister, Ministry of Community Safety and Correctional Services, September 7, 2017.*

**CARRIED**

- 281** Correspondence from Chair Roger Anderson, Durham Regional Police Services Board, September 13, 2017, regarding the changes to SIU notification procedures announced by Chief Martin on September 11, 2017.

*It was moved by Chairman Emmerson, seconded by Ms Jiang that the Board receive the correspondence from Chair Roger Anderson, Durham Regional Police Services Board, September 13, 2017.*

**CARRIED**

**ITEMS FOR CONSIDERATION - REPORTS OF THE CHIEF OF POLICE**

**282 Audit of the 2016 Financial Statements**

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

1. That the Board receive this report for information.

**CARRIED**

**283 Interim Financial Reporting for the Period Ending July 31, 2017**

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

1. That the Board receive the unaudited interim financial reports for the seven-month period ending July 31, 2017, pursuant to Financial Accountability Board Policy No. 01/05.

**CARRIED**

284 **Donations of \$10,000 or More**

*It was moved by Vice Chair Hackson, seconded by Ms Jiang that the Board adopt the following recommendation contained in the Report of the Chief of Police:*

1. That the Board approve the donation of 15,000 packaged light bulbs from Philips Lighting Canada, with an approximate value of \$65,000, pursuant to Police Service Board's Donations and Sponsorships Policy No. 01/15.

**CARRIED**

285 **Execution of Documents Bylaw and Purchasing Bylaw**

*It was moved by Vice Chair Hackson, 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**

286 **Statistics Canada, Canadian Centre for Justice Statistics: 2016 National/Provincial Crime Statistics Rankings and Crime Severity Index Overview**

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

1. That the Board receive this report pursuant to Police Services Board Crime, Call and Public Disorder Analysis Policy No. 02/00-5.

**CARRIED**

287 **Semi-Annual Report on Public Complaints**

*It was moved by Chairman Emmerson, 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 System under Part V of the *Police Services Act*.

**CARRIED**

288 **Accessibility Status Report**

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

1. That the Board accept this report.

**CARRIED**

289 **2017 Semi-Annual Statistics**

*It was moved by Ms Jiang, seconded by Chairman Emmerson 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 Police Services Board Crime, Call and Public Disorder Analysis Policy No. 02/00-5.

**CARRIED**

**ITEMS FOR CONSIDERATION - REPORTS OF THE REGIONAL SOLICITOR**

290 **New Purchasing Bylaw - 2017**

*It was moved by Chairman Emmerson, seconded by Vice Chair Hackson that the Board adopt the following recommendations contained in the Report of the Regional Solicitor:*

1. It is recommended that the Board authorize the enactment of the new purchasing bylaw effective September 20, 2017 to incorporate the amendments set out in this report.
2. Bylaw 06-14 be repealed.

**CARRIED**

291 **Agreement with Toronto Transit Commission for Enforcement by Special Constables on the Toronto-Spadina Subway**

*It was moved by Mr. Molyneaux, seconded by Vice Chair Hackson that the Board adopt the following recommendation contained in the Report of the Regional Solicitor:*

1. It is recommended that the Board authorize an agreement with the Toronto Transit Commission ("TTC") regarding enforcement activities to be undertaken by TTC special constables within the Region of York.

**CARRIED**

**ITEMS FOR CONSIDERATION - REPORTS OF THE EXECUTIVE DIRECTOR**

292 **Public Relations Fund Semi-Annual Report**

*It was moved by Vice Chair Hackson, seconded by Ms Jiang that the Board adopt the following recommendation contained in the Report of the Executive Director:*

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

**CARRIED**

293 **Proposed 2018 Board Meeting Schedule**

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



1. That the Board approve the proposed 2018 Schedule of Board meetings and presentation topics, attached as Appendix A, pursuant to Procedural Bylaw No. 07-17.

**CARRIED**

294 **Amended Conference Attendance and Travel Expense Policy**

*It was moved by Vice Chair Hackson, seconded by Ms Jiang that the Board adopt the following recommendation contained in the Report of the Executive Director:*

1. That the Board approve the amended Conference Attendance and Travel Expense Policy No. 02/11, attached as Appendix A.

**CARRIED**

295 **Amended Equity and Inclusion Policy**

*It was moved by Chairman Emmerson, seconded by Vice Chair Hackson that the Board adopt the following recommendation contained in the Report of the Executive Director:*

1. That the Board approve the amended Equity and Inclusion Policy No. 04/11, attached as Appendix A.

**CARRIED**

296 **UNFINISHED BUSINESS FROM JULY 10, 2017 BOARD MEETING**

*Nil.*

297 **ADDENDUM ITEM**

Correspondence from Mr. Phil Dawson, Branch Chair, St. John Ambulance York Region regarding the 10th Annual Black and White Charity Gala.

*It was moved by Vice Chair Hackson, seconded by Chairman Emmerson that the correspondence from Mr. Phil Dawson, Branch Chair, St. John Ambulance York Region, September 19, 2017, be received, and that the Board purchase two tables of 8.*

**CARRIED**

Action: Executive Director

298 **PRESENTATION TO CHAIR SCARPITTI**

Vice Chair Virginia Hackson thanked Chair Scarpitti, on behalf of the Board, for his leadership and strong dedication to police governance and community safety. Mayor Scarpitti, whose appointment ends next month, has served on the Board for 10 years and as Chair for the last five years. Vice Chair Hackson acknowledged Mayor Scarpitti for his leadership on the Board and for his contribution to creating more efficiencies in police services and for advocating for changes to the Police Services Act and many other policing and safety issues. Mayor Scarpitti thanked the Board for its support, guidance and

tremendous work that has been done on improving police oversight and governance and on improving the safety of the citizens of York Region and for the honour of serving as the Board's Chair since 2012. Chairman Emmerson thanked Mayor Scarpitti for his contributions to the Board and for making a difference in policing and safety in York Region.

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

- 299 *It was moved by Ms Jiang, seconded by Chairman Emmerson 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 10:09 a.m. and reconvened in public at 2:14 p.m.*

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

- 300 *It was moved by Vice Chair Hackson, seconded by Chairman Emmerson that the Board rise and report from the Private Session.*

**CARRIED**

**CONSIDERATION OF PRIVATE ITEMS**

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

**Human Resources**

1. That the Board reclassify 19 officers pursuant to the 2016 – 2019 Uniform Working Agreement.

**Superintendent Promotion**

1. That the Board receive this report.

**Sergeant or Detective Promotion**

1. That the Board receive this report for information.

**Appointment of New Auxiliary Members**

1. That the Board appoint 24 new individuals as Auxiliary Members, effective October 14, 2017, pursuant to Section 52(1) of the *Police Services Act*.

**Appointment of Student Cadets**

1. That the Board appoint five new individuals as Student Cadets, effective September 11, 2017 pursuant to Section 51(1) of the *Police Services Act*.

**CARRIED**

302 **CONFIRMATORY BYLAW**

The Board had before it Bylaw No. 11-17. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

*It was moved by Mr. Molyneaux, seconded by Ms Jiang, that Bylaw No. 11-17, being "a Bylaw confirming the proceedings of the Board at this meeting," be read and enacted.*  
Bylaw No. 11-17 was read and enacted as follows:

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

**CARRIED**

303 **ADJOURNMENT**

*Vice Chair Hackson presided as Acting Chair for this portion of the meeting.*

*It was moved by Mayor Scarpitti, seconded by Chairman Emmerson that the meeting be adjourned.*

**CARRIED**

The meeting adjourned at 2:15 p.m.

---

Mafalda Avellino  
Executive Director

---

Mayor Virginia Hackson  
Acting Chair

*Minutes to be confirmed and adopted at the next regular meeting of the Board to be held on October 18, 2017.*

Accessible formats or communication supports are available upon request.



September 22, 2017

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



Dear Ms. Avellino:


**Re: Appointment – Board of Directors for the Police Services Board**

Regional Council, at its meeting held on September 21, 2017, made the following appointment to the Police Services Board for the remainder of the 2014-2018 term of Regional Council:

Mayor Maurizio Bevilacqua (City of Vaughan)

An extract of Minute No. 132 is attached for your reference.

Sincerely,



Christopher Raynor  
Regional Clerk

/C. Clark  
Attachment

Minute No. 132 as recorded in the Minutes of the meeting of the Council of The Regional Municipality of York held on September 21, 2017.

### **132 Appointments**

Regional Chair Emmerson announced the following appointments:

1. Regional Councillor Davison is appointed to the York Region Agricultural Advisory Liaison Group.
2. Mayor Bevilacqua is appointed to the Police Services Board.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

OCTOBER 18, 2017

---

**Interim Financial Reporting for the Period  
Ending August 31, 2017**

---

**RECOMMENDATION**

1. That the Board receive the unaudited interim financial reports for the eight month period ending August 31, 2017, pursuant to Financial Accountability Board Policy No. 01/05.

**SYNOPSIS**

The Regional Municipality of York Police Services Board (the "Board") is 56.7 percent spent at the end of August 31, 2017. York Regional Police is 65.8 percent spent for the same time period. A Schedule of Reserves Balances totalling \$8,866,969 and Schedule of Capital Budget Spending with current year spending totalling \$9,285,636, have also been supplied for information purposes.

**FINANCIAL IMPLICATIONS**

At this time, it is projected that the Regional Municipality of York Police Services Board and York Regional Police 2017 operating budgets will be within funding approved by the Regional Municipality of York Police Services Board. Financial analysis and reporting on all major accounts, including salaries, benefits, court time, overtime, fuel and investigative expenses are ongoing. Budget notes have been attached for all major variances.

## BACKGROUND

The Board's Financial 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 August 31, 2017 are attached to this report.

Net expenditures for the Board are \$241,254 or 56.7 percent of budget. For comparison purposes, the Operating Budget for the Board was 72.2 percent spent at August 31, 2016. Favourable variances exist in the salaries, benefits, meetings, training, legal fees and consultant accounts, and offset ahead of plan spending on conferences and seminars and membership fees.

Net expenditures for York Regional Police are \$204,171,152 or 65.8 percent of budget. For comparison purposes, the Operating Budget for York Regional Police was 66.7 percent spent at August 31, 2016.

Expenditures for salaries are close to budget and include \$2.3M of unbudgeted sick bank payouts. Favorable variances are in administration expense, program related, occupancy, repairs and maintenance, financial items and minor equipment accounts, and are offset by expenses for benefits, overtime and professional services which are ahead of plan. An unbudgeted draw from Sick Bank Reserve has funded payouts against the salary account. Financial notes have been attached for all major variances.

It is therefore recommended that the unaudited interim financial reports for August 31, 2017 be received in accordance with the monthly reporting requirements outlined in the Financial Accountability Board Policy No. 01/05.

EJ/iz

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 August 31, 2017

	Year-to-Date Actuals			Annual Budget			Balance			% Spent
	Board	YRP	Total	Board	YRP	Total	Board	YRP	Total	
Salaries	\$150,225	\$153,340,608	\$153,490,833	\$241,000	\$227,983,600	\$228,224,600	\$90,775	\$74,642,992	\$74,733,767	67.3%
Overtime	\$0	\$3,194,750	\$3,194,750	\$0	\$3,843,000	\$3,843,000	\$0	\$648,250	\$648,250	83.1%
Benefits	\$37,005	\$42,863,908	\$42,900,913	\$58,000	\$60,645,828	\$60,703,828	\$20,995	\$17,781,921	\$17,802,916	70.7%
Administration expense	\$100,234	\$5,759,957	\$5,860,191	\$129,200	\$9,306,850	\$9,436,050	\$28,966	\$3,546,893	\$3,575,859	62.1%
Program related expense	\$0	\$4,515,902	\$4,515,902	\$0	\$9,097,600	\$9,097,600	\$0	\$4,581,698	\$4,581,698	49.6%
Professional services expense	\$11,494	\$304,394	\$315,889	\$65,000	\$385,000	\$450,000	\$53,506	\$80,606	\$134,111	70.2%
Occupancy expense	\$0	\$4,809,730	\$4,809,730	\$0	\$8,006,736	\$8,006,736	\$0	\$3,197,006	\$3,197,006	60.1%
Repairs and maintenance expense	\$0	\$3,263,991	\$3,263,991	\$0	\$5,148,800	\$5,148,800	\$0	\$1,884,809	\$1,884,809	63.4%
Financial items	\$0	\$4,084,928	\$4,084,928	\$0	\$7,128,541	\$7,128,541	\$0	\$3,043,613	\$3,043,613	57.3%
Contributions to reserves	\$21,438	\$5,910,449	\$5,931,887	\$60,000	\$8,499,489	\$8,559,489	\$38,562	\$2,589,040	\$2,627,602	69.3%
Internal charges	\$0	\$873,333	\$873,333	\$0	\$1,310,000	\$1,310,000	\$0	\$436,667	\$436,667	66.7%
Minor equipment	\$6,357	\$240,097	\$246,453	\$7,500	\$622,115	\$629,615	\$1,143	\$382,019	\$383,162	39.1%
<b>Total expenditures</b>	<b>\$326,754</b>	<b>\$229,162,047</b>	<b>\$229,488,801</b>	<b>\$560,700</b>	<b>\$341,977,560</b>	<b>\$342,538,260</b>	<b>\$233,946</b>	<b>\$112,815,513</b>	<b>\$113,049,459</b>	<b>67.0%</b>
Provincial funding	\$0	-\$8,832,039	-\$8,832,039	\$0	-\$12,980,200	-\$12,980,200	\$0	-\$4,148,161	-\$4,148,161	68.0%
Fees and charges	-\$21,438	-\$11,061,010	-\$11,082,448	-\$60,000	-\$14,370,300	-\$14,430,300	-\$38,562	-\$3,309,290	-\$3,347,852	76.8%
Contributions from reserves	-\$64,061	-\$5,097,847	-\$5,161,908	-\$75,000	-\$4,261,831	-\$4,336,831	-\$10,939	\$836,016	\$825,077	119.0%
<b>Total revenues</b>	<b>-\$85,500</b>	<b>-\$24,990,895</b>	<b>-\$25,076,395</b>	<b>-\$135,000</b>	<b>-\$31,612,331</b>	<b>-\$31,747,331</b>	<b>-\$49,500</b>	<b>-\$6,621,436</b>	<b>-\$6,670,936</b>	<b>79.0%</b>
<b>Net operating budget spending</b>	<b>\$241,254</b>	<b>\$204,171,152</b>	<b>\$204,412,406</b>	<b>\$425,700</b>	<b>\$310,365,229</b>	<b>\$310,790,929</b>	<b>\$184,446</b>	<b>\$106,194,077</b>	<b>\$106,378,522</b>	<b>65.8%</b>
<b>Percentage spent</b>	<b>56.7%</b>	<b>65.8%</b>	<b>65.8%</b>							

### Notes / Assumptions

1. Eight months represents 66.7% 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. Includes 2017 budget re-statement for benefits



## Schedule of Capital Budget Spending as of August 31, 2017

Project	Project #	Commenced	Capital Authority	Project Spending		Inception to Date	Balance	% Spent	Anticipated Completion
				Prior Years	Current Year				
Training facility	29040	2013	\$29,315,492	\$23,600,492	\$5,472,772	\$29,073,264	\$242,228	99.2%	Aug 2017
#3 District marine headquarters	29031	2011	\$8,098,419	\$298,419	\$39,302	\$337,722	\$7,760,698	4.2%	Dec 2018
Vehicles (replacement and additional staff)	29010	2017	\$4,050,000	\$0	\$2,240,072	\$2,240,072	\$1,809,928	55.3%	Dec 2017
Land Bank Acquisition	29045	2017	\$3,000,000	\$0	\$0	\$0	\$3,000,000	0.0%	Dec 2017
#4 District renovations	29043	2014	\$1,764,779	\$349,779	\$25,146	\$374,925	\$1,389,854	21.2%	Dec 2018
Business intelligence	29011	2015	\$1,777,281	\$1,327,281	\$194,591	\$1,521,872	\$255,409	85.6%	Dec 2017
Information technology hardware and software	29022	2017	\$1,274,000	\$0	\$34,315	\$34,315	\$1,239,685	2.7%	Dec 2017
Technical investigations	29023	2015	\$1,008,642	\$139,642	\$0	\$139,642	\$869,000	13.8%	Dec 2018
King sub-station	29046	2016	\$1,100,030	\$30	\$0	\$30	\$1,100,000	0.0%	Dec 2019
Information technology infrastructure	29030	2017	\$1,023,000	\$0	\$690,069	\$690,069	\$332,931	67.5%	Dec 2017
CSV expansion and renovations	29051	2017	\$850,000	\$0	\$19,085	\$19,085	\$830,915	2.2%	Dec 2018
Specialized equipment	29017	2017	\$665,000	\$0	\$302,968	\$302,968	\$362,032	45.6%	Dec 2017
Existing facilities renovations	29033	2017	\$252,000	\$0	\$91,578	\$91,578	\$160,422	36.3%	Dec 2017
#1 District multi-function	29020	2017	\$250,000	\$0	\$7,170	\$7,170	\$242,830	2.9%	Dec 2020
Employee scheduling	29039	2017	\$190,000	\$0	\$71,093	\$71,093	\$118,907	37.4%	Dec 2017
In-car video	29026	2017	\$131,000	\$0	\$97,475	\$97,475	\$33,525	74.4%	Dec 2017
YRPNet re-write	29048	2016	\$115,000	\$0	\$0	\$0	\$115,000	0.0%	Dec 2017
<b>Total capital budget spending</b>			<b>\$54,864,644</b>	<b>\$25,715,644</b>	<b>\$9,285,636</b>	<b>\$35,001,280</b>	<b>\$19,863,364</b>	<b>63.8%</b>	

Notes:

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

## Schedule of Reserve Balances as of August 31, 2017

Reserve fund	Reserve #	Balance at Dec. 31/16	Funding to Reserve	Funding to Budget	Interest Earned	Balance at August 31/17
Board public relations fund	89595	\$297,114	\$21,438	-\$64,061	\$3,564	\$258,055
Development charge reserve	89335	\$13,052,198	\$2,989,747	-\$2,824,554	\$202,148	\$13,419,539
Sick bank reserve	89615	-\$3,479,946	\$1,000,000	-\$2,273,293	-\$57,385	-\$4,810,625
<b>Total reserves</b>		<b>\$9,869,366</b>	<b>\$4,011,185</b>	<b>-\$5,161,908</b>	<b>\$148,327</b>	<b>\$8,866,969</b>



<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
<i>Expenditures</i>					
Salary	1000	151,075,645.15	225,424,600.09	74,348,954.94	67.02
SalaryOverTime	1020	2,724,866.08	3,251,600.00	526,733.92	83.80
CourtOvertime	1021	1,016,569.74	1,667,700.00	651,130.26	60.96
ReturnedOvertime	1022	-546,685.34	-1,076,300.00	-529,614.66	50.79
Salary Adjustments	1050	2,415,188.09	2,800,000.00	384,811.91	86.26
<i>Subtotal Salaries</i>		<b>156,685,583.72</b>	<b>232,067,600.09</b>	<b>75,382,016.37</b>	<b>67.52</b>
Benefits	2500	42,900,912.81	60,703,828.49	17,802,915.68	70.67
<i>Total Salaries &amp; Benefits</i>		<b>199,586,496.53</b>	<b>292,771,428.58</b>	<b>93,184,932.05</b>	<b>68.17</b>
OtherAllowances	5000	659,371.55	1,300,500.00	641,128.45	50.70
Travel Allowance	7000	110.58	2,000.00	1,889.42	5.53
Professional Development	9000	118,880.40	269,500.00	150,619.60	44.11
Meetings	9002	69,617.15	111,300.00	41,682.85	62.55
Staff Training & Development	10000	654,563.45	1,044,300.00	389,736.55	62.68
Tuition-Taxable	10020	144,034.38	250,000.00	105,965.62	57.61
Training Ontario Police College	10100	115,851.26	225,000.00	109,148.74	51.49
Training Canadian Police College	10110	79,080.69	121,000.00	41,919.31	65.36
Membership Fees	11000	46,193.52	130,550.00	84,356.48	35.38
Advertising Publicity	11050	43,841.82	22,600.00	-21,241.82	193.99
SpecialEvents	11250	81,977.95	194,900.00	112,922.05	42.06
PublicRelations	11300	172,207.82	252,600.00	80,392.18	68.17
Telephone	12010	100,189.48	166,500.00	66,310.52	60.17
TelephoneEquipment	12030	8,545.73	16,300.00	7,754.27	52.43
Telephone-Cellular	12050	327,336.95	540,000.00	212,663.05	60.62
Telephone-Data	12055	130,802.73	166,100.00	35,297.27	78.75
Publications_Subscriptions	12100	51,831.60	71,400.00	19,568.40	72.59
Courier	12200	10,440.59	19,700.00	9,259.41	53.00
Postage	12250	20,646.91	64,400.00	43,753.09	32.06
Office Supplies	12350	128,750.20	309,600.00	180,849.80	41.59
Repair_MaintComputerSoftware	12400	2,171,449.05	2,869,000.00	697,550.95	75.69
ComputerSupplies	12410	49,978.33	150,500.00	100,521.67	33.21
PrintshopPrintingAllocation	12658	28,662.85	120,000.00	91,337.15	23.89
Printing-External	12750	66,846.89	160,200.00	93,353.11	41.73
OfficeEquipmentRental	12910	73,290.98	79,000.00	5,709.02	92.77
TelecommunicationLines	13050	211,059.29	444,100.00	233,040.71	47.53
TelecomContracts	13060	294,629.03	335,000.00	40,370.97	87.95
<i>Total Administration Expense</i>		<b>5,860,191.18</b>	<b>9,436,050.00</b>	<b>3,575,858.82</b>	<b>62.10</b>
ClothingSupplies	20000	865,130.26	1,638,800.00	773,669.74	52.79
Equipment-FirearmsSpecialUnit	20170	588,555.95	668,100.00	79,544.05	88.09
Radio License	21000	166,032.00	167,000.00	968.00	99.42
MealsCatering	23135	38,742.68	63,500.00	24,757.32	61.01
AudioVisual	24010	54,306.78	122,500.00	68,193.22	44.33
PhotographicEquipment	24040	35,935.85	98,000.00	62,064.15	36.67
PhotographicSupplies	24060	9,257.00	53,000.00	43,743.00	17.47
FingerPrintMiscellaneous	24070	8,201.01	25,000.00	16,798.99	32.80
FingerPrintChemicals	24080	2,157.31	6,000.00	3,842.69	35.96
InvestigationExpense	24090	266,864.91	988,500.00	721,635.09	27.00
Recruiting	25210	15,111.47	56,900.00	41,788.53	26.56
Personnel Agency Fees	25230	486,843.90	859,800.00	372,956.10	56.62
Material Supplies-External	26030	82,141.68	173,100.00	90,958.32	47.45
Gas Oil	26060	1,543,562.38	3,146,800.00	1,603,237.62	49.05
Diesel	26070	15,367.48	34,500.00	19,132.52	44.54
Purchase Of Service	28520	330,173.81	988,600.00	658,426.19	33.40
RentEquipment	29600	7,517.84	7,500.00	-17.84	100.24
<i>Total Program Related Expense</i>		<b>4,515,902.31</b>	<b>9,097,600.00</b>	<b>4,581,697.69</b>	<b>49.64</b>
LegalFees	25020	200,850.18	111,500.00	-89,350.18	180.13
Translation	25070	15,525.48	33,500.00	17,974.52	46.34

<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
Consultant	25100	99,512.88	305,000.00	205,487.12	32.63
<b><i>Total Professional Services Expense</i></b>		<b>315,888.54</b>	<b>450,000.00</b>	<b>134,111.46</b>	<b>70.20</b>
Hydro_Water	30000	955,217.65	1,764,900.00	809,682.35	54.12
Heat	30020	231,282.06	377,400.00	146,117.94	61.28
OfficeCleaning	30031	456,124.22	1,102,100.00	645,975.78	41.39
Caretaking	30050	124,087.87	154,000.00	29,912.13	80.58
PropertyBuildingRental	30090	711,097.56	1,069,400.00	358,302.44	66.50
Regional Facilities Allocation	30098	659,290.64	988,936.00	329,645.36	66.67
InsuranceAllocation	30118	1,666,666.64	2,500,000.00	833,333.36	66.67
BuildingRenovations	30120	5,963.14	50,000.00	44,036.86	11.93
<b><i>Total Occupancy Expense</i></b>		<b>4,809,729.78</b>	<b>8,006,736.00</b>	<b>3,197,006.22</b>	<b>60.07</b>
Repair_MaintBuildingExternal	31000	35,052.39	128,200.00	93,147.61	27.34
Repair_MaintBuildingInternal	31009	351,897.20	641,000.00	289,102.80	54.90
Grounds Maintenance	31050	155,926.66	294,800.00	138,873.34	52.89
Repair_MaintContracts	31200	5,420.09	13,400.00	7,979.91	40.45
Repair Maint Electrical	31430	49,968.99	90,000.00	40,031.01	55.52
Repair Maint Mechanical	31500	259,850.71	535,200.00	275,349.29	48.55
RepairMaintPlantEquipment	35700	1,062,973.51	1,550,700.00	487,726.49	68.55
Repair Maint Vehicles	37510	1,139,213.61	1,602,500.00	463,286.39	71.09
Repair Vehicle Accidents	37515	203,687.87	293,000.00	89,312.13	69.52
<b><i>Total Repairs &amp; Maintenance Expense</i></b>		<b>3,263,991.03</b>	<b>5,148,800.00</b>	<b>1,884,808.97</b>	<b>63.39</b>
BankCharges-General	50030	145,832.74	184,000.00	38,167.26	79.26
Debt Issuance Fees	50050	4,998.44	0.00	-4,998.44	NIL
Allocated-Debt Principle	54508	2,096,450.82	3,144,519.00	1,048,068.18	66.67
Allocated-DebtInterest	54518	1,837,645.75	3,800,022.00	1,962,376.25	48.36
<b><i>Total Financial Items</i></b>		<b>4,084,927.75</b>	<b>7,128,541.00</b>	<b>3,043,613.25</b>	<b>57.30</b>
Contribution to Capital - Facilities	57210	697,333.36	1,046,000.00	348,666.64	66.67
ContribToDebtReductionReserve	57635	576,326.00	864,489.00	288,163.00	66.67
ContribToFuelCostStabilization	57644	244,122.80	0.00	-244,122.80	NIL
ContribToSickLeaveReserve	57650	1,000,000.00	1,500,000.00	500,000.00	66.67
Contribution to Capital - Equipment	57670	849,333.36	1,274,000.00	424,666.64	66.67
Contribution to Capital - Vehicles	57690	2,543,333.36	3,815,000.00	1,271,666.64	66.67
ContribToSeizedMoney	57970	21,438.28	60,000.00	38,561.72	35.73
<b><i>Total Contributions to Reserves</i></b>		<b>5,931,887.16</b>	<b>8,559,489.00</b>	<b>2,627,601.84</b>	<b>69.30</b>
Recovery - Emergency Services	61009	-37,933.36	-56,900.00	-18,966.64	66.67
Allocated - Planning	62038	152,000.00	228,000.00	76,000.00	66.67
Allocated Transportation & Works	62048	272,533.36	408,800.00	136,266.64	66.67
Negotiated Legal	62098	486,733.36	730,100.00	243,366.64	66.67
<b><i>Total Internal Charges</i></b>		<b>873,333.36</b>	<b>1,310,000.00</b>	<b>436,666.64</b>	<b>66.67</b>
Purchase Of Equipment	40000	86,774.24	327,303.00	240,528.76	26.51
OperatingEquipment	40010	8,022.99	27,100.00	19,077.01	29.61
VehicleEquipment	40040	77,278.10	120,000.00	42,721.90	64.40
ComputerSoftware	41010	74,377.96	153,700.00	79,322.04	48.39
<b><i>Total Minor Equipment</i></b>		<b>246,453.29</b>	<b>629,615.00</b>	<b>383,161.71</b>	<b>39.14</b>
<b><i>Total Expenditures</i></b>		<b>229,488,800.93</b>	<b>342,538,259.58</b>	<b>113,049,458.65</b>	<b>67.00</b>
<b><i>Revenues</i></b>					
ProvincialGrant	71010	-8,832,038.53	-12,980,200.00	-4,148,161.47	68.04
<b><i>Total Provincial Funding</i></b>		<b>-8,832,038.53</b>	<b>-12,980,200.00</b>	<b>-4,148,161.47</b>	<b>68.04</b>
Recovery - Other	70400	-418,519.62	-639,100.00	-220,580.38	65.49
Fees & Charges	75000	-3,081,320.13	-3,228,100.00	-146,779.87	95.45
AdministrativeFees	75040	-723,648.15	-851,300.00	-127,651.85	85.01
SundryRevenue	75060	-185,762.82	-112,000.00	73,762.82	165.86

<i>Police Services Operations</i>		<i>Year to Date Actuals</i>	<i>Annual Budget</i>	<i>Unexpended Amount</i>	<i>% Expended</i>
PoliceEscorts	75090	-876,233.82	-915,000.00	-38,766.18	95.76
AccidentReports	75130	-555,759.14	-1,732,000.00	-1,176,240.86	32.09
PrisonerEscorts	75150	-20,164.15	-40,000.00	-19,835.85	50.41
LeaseRentalRevenue	75160	-203,676.95	-125,000.00	78,676.95	162.94
AlarmMonitoringFees	75180	-1,021,894.05	-1,507,100.00	-485,205.95	67.81
ThirdPartyRecovery	75310	-1,123,897.46	-1,771,600.00	-647,702.54	63.44
ClearanceLetterRevenues	75330	-1,253,621.14	-1,709,000.00	-455,378.86	73.35
VolunteerApplicantScreeningRev	75335	-1,211,539.00	-1,276,000.00	-64,461.00	94.95
Freedom of Information Revenue	75340	-108,907.36	-150,000.00	-41,092.64	72.60
VehicleAuctionProceeds	75520	-297,504.00	-374,100.00	-76,596.00	79.53
<b><i>Total Fees &amp; Charges</i></b>		<b>-11,082,447.79</b>	<b>-14,430,300.00</b>	<b>-3,347,852.21</b>	<b>76.80</b>
ContribFromPoliceBuildingReserve	77060	-2,824,554.00	-4,236,831.00	-1,412,277.00	66.67
ContribFromSickLeaveReserve	77650	-2,273,293.00	0.00	2,273,293.00	NIL
Contri From Seized Money	77830	-64,061.28	-100,000.00	-35,938.72	64.06
<b><i>Total Contributions from Reserves</i></b>		<b>-5,161,908.28</b>	<b>-4,336,831.00</b>	<b>825,077.28</b>	<b>119.02</b>
<b><i>Total Revenues</i></b>		<b>-25,076,394.60</b>	<b>-31,747,331.00</b>	<b>-6,670,936.40</b>	<b>78.99</b>
<b><i>Net Position</i></b>		<b>204,412,406.33</b>	<b>310,790,928.58</b>	<b>106,378,522.25</b>	<b>65.77</b>

#### Notes / Assumptions

1. Eight months represents 66.7% 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. Includes 2017 budget re-statement for benefits





## **FINANCIAL NOTES**

### **SALARIES**

The Salaries account is 67.3 percent spent at August 31, 2017 and includes \$2.3M of unbudgeted sick bank payouts, an option provided staff under the current collective agreement. A draw from the Sick Bank Reserve has paid for this expense in full.

Net Overtime is 83.1 percent spent which includes the estimated banked liability. Salary Overtime and Returned Overtime are over budget causing a net unfavorable variance. Court Overtime is under budget. The actual payout to date before overtime bank accrual is \$816,980. For comparison purposes, net overtime as of August 31, 2016 was 76.5 percent spent.

### **BENEFITS**

Employee benefits accounts are unfavorable at 70.7 percent spent. Contributions for Canada Pension Plan and Employment Insurance are expensed relative to earnings until maximums are reached whereas budgeted funding is measured evenly over the year. Last year at this time accounts were 70.3 percent spent.

### **OPERATING EXPENSES**

Total operating expenses are favorable at 60.1 percent spent. Some accounts show unfavorable variance mainly due to the fact that budget is allocated evenly throughout the year while actual spending may happen at a different time. This timing difference generally disappears by the end of the year. In comparison, last year at this time total operating expenses were 60.0 percent spent.

#### **Administration Expense**

Favorable variances in several accounts including Staff Training and Allowances, Special Events, Telephone, Office and Computer Supplies, Printing and Telecom Lines are partially offset by unfavorable variances in Computer Software Maintenance, Telecom Contracts, Advertising and Office Equipment Rental. The Computer Software Maintenance account includes three quarters of Microsoft Licensing fees as well as other annual payments. The Telecom Contracts account includes the annual radio maintenance contract payment.

#### **Program Related Expense**

Overall spending is well below budget due to under spending in Clothing Supplies, Audio Visual, Photographic Equipment and Supplies, Investigation Expense, Personnel Agency Fees, Recruiting, Gasoline and Purchase of Service accounts. Firearms and Radio Licenses accounts show unfavorable variance. A large ammunition order has been expensed as well as annual Industry Canada Radio License fees.

#### **Professional Services Expense**

Legal fees have exceeded annual funding and are partially offset by under spending of consulting funding.

#### **Occupancy Expense**

Expenditures for hydro, heat, office cleaning, and building renovations are currently under budget.

#### Repairs & Maintenance Expense

Total repairs and maintenance costs are under budget due to favorable variances in building maintenance and contracts, partially offset by unfavorable variances in vehicle and equipment repair costs.

#### Financial Items

Debt interest charges are well below budget.

#### Contribution to Reserves

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

#### Internal Charges

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

#### Asset Acquisition

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

### **REVENUES**

Provincial funding is favorable due to PAVIS funding received but not budgeted. Total Fees and Charges are over plan due largely to favorable Paid Duty related revenues. Other accounts with notable favourable variances are Sundry Revenue, Volunteer Applicant Screening, Clearance Letter Revenue and Lease Rental Revenue. Revenues are under plan in Third Party Recovery as secondment recoveries are lower than planned, and in Accident Reports due to the Board direction to cancel unpaid invoices issued for MVCRs from June 22, 2016 to March 23, 2017. The August 2017 reporting reflects credits issued for 2017 invoices, which were processed in July, totalling \$741,553 pre-tax. The unbudgeted draw from Sick Bank Reserve funds \$2.3M of sick bank payouts against the salaries account.

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

Year-to-date contributions to the reserve as of August 31, 2017 total \$21,438 and are all from forfeited monies. Interest earned on the account totals \$3,564. A draw from the reserve of \$64,061 has been made to pay for approved expenditures.

### **DEVELOPMENT CHARGE RESERVE**

Development charge collections to date total \$2,989,747. Interest earned on this account totals \$202,148. Combined payments made on the development charge portion of debentures and Capital projects total \$2,824,554.

### **SICK BANK RESERVE**

The year-to-date contribution of \$1,000,000 is on plan. A draw for \$2,273,293 has paid for sick bank payouts in February. Interest charges reflecting the debit balance of the reserve total \$57,385.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT TO THE CHIEF OF POLICE

OCTOBER 18, 2017

---

**2018 Operating and Capital Budgets**

---

**RECOMMENDATIONS**

1. That the Board approve the 2018 Operating Budget with a tax-levy impact of \$323,511,232;
2. That the Board approve the proposed 2018 Capital Budget totalling \$22,642,000 with a Capital Spend Authority (CSA) of \$46,892,000;
3. That the Board approve for financial planning purposes the 10-Year 2018-2027 Capital Forecast totalling \$165,527,000; and
4. That the Board forward the 2018 Budget information for the Treasurer's tabling of The Regional Municipality of York's Budget at Regional Council on November 16, 2017.

**SYNOPSIS**

This report requests the Board's approval of the 2018 proposed Operating Budget of \$323,511,232, a 4.1 percent or \$12,720,304 increase over the 2017 Operating Budget. This proposal is (\$725,694) below the 2018 funding envelope target communicated by Treasurer Bill Hughes in his letter dated May 25, 2017. This report also requests the Board's approval of the 2018 Capital Budget and Forecast to 2027 as set out in Appendix 1. The Capital Budget includes the major facility, vehicle, information technology, communication and specialized equipment requirements of York Regional Police.

## FINANCIAL IMPLICATIONS

The total 2018 tax-levy requirements of \$323,511,232 results in an increase of \$12,720,304 or 4.1 percent over 2017 funding. The proposal includes a reduction of (\$379,046) from the Budget tabled at the Board's September 20, 2017 meeting. Annual salary and benefits costs for 22 additional staff in 2018 have been reduced by salary gapping. This treatment reduces first year wage costs to reflect an intake process that occurs throughout the year of hire. The second year cost to annualize the wages for the full year in 2019 is an additional \$967,200. The Budget figures presented exclude assessment growth and Regionally allocated costs, in accordance with Budget guidelines provided annually from The Regional Municipality of York Office of the Budget staff.

Funding sources for the 2018 Operating Budget are as follows:

<b>Operating Funding Sources</b>					
	<b>Tax-levy</b>	<b>Grant and Subsidies</b>	<b>Service Fees and Charges</b>	<b>Other</b>	<b>Total</b>
<b>Operating Budget (Gross)</b>	<b>\$323,511,232</b>	<b>\$14,450,246</b>	<b>\$13,023,300</b>	<b>\$6,631,519</b>	<b>\$357,616,297</b>
<b>Percentage</b>	<b>90%</b>	<b>4%</b>	<b>4%</b>	<b>2%</b>	<b>100%</b>

Financing for the 2018 Capital Budget and Forecast to 2027 is a combination of contributions from reserves (operating tax-levy), debenture proceeds repaid from development charges, debt reduction reserve funding, development charge collections and external funding – proceeds from sale of equipment and from Fire Partners.

Funding sources for the 2018 Capital Budget are as follows:

<b>Capital Funding Sources</b>						
<b>Category</b>	<b>Reserves – Operating Tax-levy</b>	<b>Development Charges (DC Reserve)</b>	<b>Debt Reduction Reserve</b>	<b>Debt Repaid from DC</b>	<b>External Funding</b>	<b>Total</b>
Vehicles	\$3,201,000		\$224,000	\$989,000		\$4,414,000
Facilities	\$185,000		\$1,546,000	\$10,119,000		\$11,850,000
Information Technology	\$2,102,000	\$65,000	\$934,000			\$3,101,000
Specialized Equipment	\$288,000	\$738,000	\$1,562,000	\$379,000		\$2,967,000
Communication Equipment		\$53,000	\$182,000		\$75,000	\$310,000
<b>Total</b>	<b>\$5,776,000</b>	<b>\$856,000</b>	<b>\$4,448,000</b>	<b>\$11,487,000</b>	<b>\$75,000</b>	<b>\$22,642,000</b>
<b>Percentage</b>	<b>25%</b>	<b>4%</b>	<b>20%</b>	<b>51%</b>	<b>0.3%</b>	<b>100%</b>

## BACKGROUND

### Operating Budget

At its meeting on September 20, 2017, the Board received a tabling of the 2018 Operating Budget, which was (\$346,649) below the 2018 operating budget envelope. With the Board's direction, Financial Services staff made a further reduction of (\$379,046) by including Provincial Anti-Violence Intervention Strategy Grant funding in 2018 budget.

Based on the reduction and all known budget pressures, the 2018 Operating is as follows:

<b>2018 Operating Budget</b>	
<b>In 000's</b>	<b>Proposed 2018</b>
Base Budget	310,791
<b>Salaries and Benefits</b>	
Increases for wages & reclassification	10,287
Annualization of additional staff	1,771
Additional Staff	967
<b>Expenditures</b>	
Increase to operating expenses	1,281
Debt principle, interest and contribution to debt reduction	773
Development Charges	(532)
<b>Revenues, Grants and Recoveries</b>	(1,826)
<b>Net Operating Budget</b>	<b>323,511</b>
Incremental Budget Increase (\$)	12,720
Incremental Budget Increase (%)	4.1%

### Capital Budget

York Regional Police's Plan has been developed to provide the infrastructure necessary to deliver quality policing services for the protection of all its citizens. The York Regional Police 2018 Capital Budget totals \$22,642,000 of new and re-budgeted funding classified into the following categories: \$4,414,000 for Vehicles, \$11,850,000 for Facilities, \$3,101,000 for Information Technology, \$2,967,000 for Specialized Equipment, and \$310,000 for Communication Equipment.

#### **Vehicles - \$4,414,000**

This category includes an annual project for the addition and replacement of marked, unmarked, and special purpose vehicles, as well as the Police Helicopter, in accordance with York Regional Police's vehicle replacement program.

- Replacement and changeover of vehicles for \$4,125,000 pertains to front line vehicles replaced at 140,000 kilometres for Interceptor Sedans and 180,000 kilometres for Interceptor Utility vehicles. The replacement methodology was set to maximize residual

value for the vehicles at auction, minimize major component repair cost and to meet reliability expectations of Police specification vehicles.

- New funding exists for the implementation of anti-idling technology for 20 vehicles and kit changeovers for 36 vehicles.
- \$289,000 in the 2018 Budget pertains to retrofit and replacement parts for the Police Helicopter – AIR2.
- Fleet vehicle financing will be through contributions from reserves (operating tax-levy) for \$3,201,000, \$989,000 funded from debt repaid from development charges and the remaining \$224,000 from the Debt Reduction Reserve. Repair and maintenance expenses for all vehicles are contained in the Operating Budget.

### **Facilities - \$11,850,000**

The following facilities projects are proposed for the 2018 Budget:

- #3 District Marine Headquarters – The \$5,450,000 budgeted in 2018 is for construction of the new Marine Headquarters. Funding will be through 20-year debentures repaid from development charge contributions estimated at 90 percent with the balance being funded from debt reduction reserves.
- #1 District Multi-Function Facility – The \$1,500,000 budgeted in 2018 is for land and architect fees. The Capital Spend Authority for this project is \$25.75 million over three years. Funding for 2018 will be through 20-year debentures repaid from development charge contributions estimated at 69 percent with the balance being funded from debt reduction reserves.
- King Sub-station – The budget of \$1,300,000 in 2018 is mainly for construction and furniture and fixture fees. Funding will be through 10-year debentures repaid from development charge contributions estimated at 90 percent with the balance being funded from debt reduction reserves.
- Renovations to #4 District – The budget of \$1,850,000 is for architectural fees and renovations. Funding will be through 10-year debentures repaid from development charge contributions estimated at 90 percent with the balance being funded through contributions from reserves (operating tax-levy).
- Community Safety Village Expansion & Renovations – The budget of \$1,500,000 is for architectural fees and renovation. Funding will be through 10-year debentures repaid from development charge contributions estimated at 90 percent with the balance being funded from debt reduction reserves.
- Renovations to Existing Facilities – The \$250,000 budget is for a #5 District building automation system replacement project. Financing will be through debt reduction reserves.

### **Information Technology - \$3,101,000**

The 2018 Information Technology (IT) projects reflect the ongoing replacement and growth of technology needs, including:

- **Hardware** - This annual project replaces aged desktop computers, laptops and printers in accordance with the ever-greening replacement strategy. It will be financed by a \$920,000 contribution from reserves (operating tax-levy).
- **Infrastructure and Applications** - This project for \$878,000 targets the expanding records retention needs of the organization and new IT initiatives. It will be funded through a combination of contribution from reserves (operating tax-levy) at 80 percent and the remaining from debt reduction reserves.
- **Connected Officer and In-Car modernization** – The request for \$1,143,000 relates to support for the modernization of officers and vehicles, and implementing efficiencies such as installation of full size printers, update and maintain in-car cameras and mobile workstations in Police vehicles. Financing will come from a combination of Development charge reserves, debt reduction reserve and contribution from reserves (operating tax-levy).
- **Business Intelligence** – This project is for a Business Intelligence system tailored to police agencies that would improve YRP operations by providing accurate and timely Key Performance Indicator (KPI) information and enable management to make effective decisions. The budgeted \$160,000 will be funded through debt reduction reserves at 78 percent and the remaining through development charge reserves.

### **Specialized Equipment - \$2,967,000**

Combined specialized equipment projects total \$2,967,000 and includes: furniture, uniform equipment, firearms and conductive energy weapons, support service equipment, forensic equipment, closed circuit equipment and technical investigation equipment. Funding will come from a combination of debt reduction reserves, development charge reserves, contribution from reserves (operating tax-levy) and debt repaid from development charges.

### **Communication Equipment - \$310,000**

The radio system project includes relocation of the Queensway Radio site and the maintenance and betterments of the Motorola Capital equipment. Financing of \$310,000 will be through the debt reduction reserve, development charge reserves and external funding.

In summary, total expenditures in the 2018 Capital Plan of \$22,642,000 will be funded by:

- Debenture proceeds repaid from development charges of \$11,487,000 or 51 percent;
- Contribution from reserves (operating tax-levy) of \$5,776,000 or 25 percent;
- Debt reduction reserves of \$4,448,000 or 20 percent;
- Development charge collections from reserves of \$856,000 or 4 percent; and
- External Funding of \$75,000 or 0.3 percent

A ten year 2018 to 2027 Capital Forecast for financial planning purposes include expenditures totalling \$165,527,000: \$56,955,000 for Vehicles, \$46,350,000 for Facilities, \$37,162,000 for

Information Technology, \$18,716,000 for Specialized Equipment and \$6,344,000 for Communication Equipment. (Appendix 1, 2018 Capital Budget and Ten-Year 2018 to 2027 Capital Forecast).

The attached Appendix 2 is the York Regional Police section to be included in The Regional Municipality of York's 2018 Budget Book. Included on page 8 are the risks to policing as a result of the legalization of cannabis expected on July 1, 2018.

It is therefore recommended that the Board approve the 2018 Operating Budget of \$323,511,232, the 2018 Capital Budget of \$22,642,000, the 2018 Capital Spend Authority of \$46,892,000, and the 10-Year 2018 to 2027 Capital Forecast totalling \$165,527,000 for financial planning purposes, and that the Board's recommendations be forwarded for incorporation into the Treasurer's tabling of The Regional Municipality of York's Budget at Regional Council on November 16, 2017.

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

EJ:II

Accessible formats or communication supports are available upon request



## Appendix 1: 2018 Capital Budget and Ten-Year 2018 to 2027 Capital Forecast

Description	Budget 2018	Capital Forecast 2019-2027									Total 2018-2027
<b>Vehicles</b>											
Vehicles	4,125	4,210	4,290	4,380	4,470	4,550	4,650	4,740	4,830	4,930	45,175
Marine Patrol Boat		250									250
Air Operations - Fixed Wing		3,153									3,153
Air Operations	289	618		163	5,320		406	823	758		8,377
<b>Sub Total Vehicles</b>	<b>4,414</b>	<b>8,231</b>	<b>4,290</b>	<b>4,543</b>	<b>9,790</b>	<b>4,550</b>	<b>5,056</b>	<b>5,563</b>	<b>5,588</b>	<b>4,930</b>	<b>56,955</b>
<b>Facilities</b>											
#3 District - Marine Headquarters	5,450										5,450
#1 District Multi-Function	1,500	12,500	11,750								25,750
Land Bank Acquisition		3,000									3,000
King Sub-Station	1,300										1,300
New District and Substation Outlook			5,000								5,000
Renovations #4 District	1,850										1,850
CSV Expansion & Renovations	1,500										1,500
Renovations/Major Equipment to Existing Facilities	250	250	250	250	250	250	250	250	250	250	2,500
<b>Sub Total Facilities</b>	<b>11,850</b>	<b>15,750</b>	<b>17,000</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>46,350</b>
<b>Communication Equipment</b>											
Radio System	310	190	380	380	190	190					1,640
Portable and Mobile Radio Replacement				2,352	2,352						4,704
<b>Sub Total Communication Equipment</b>	<b>310</b>	<b>190</b>	<b>380</b>	<b>2,732</b>	<b>2,542</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,344</b>
<b>Information Technology</b>											
IT Hardware and Software	920	1,090	1,110	1,130	1,150	1,170	1,190	1,210	1,230	1,250	11,450
Learning Management System				150					150		300
CAD/RMS Upgrades				250				250			500
YRPNet Re-write		124					150				274
Disaster Recovery Plan		319					308				627
IT Infrastructure and Applications	878	969	969	969	969	969	969	969	969	969	9,599
Connected Officer/In-Car Modernization	1,143	933	937	942	378	765	388	962	967	972	8,387
Data Governance and Retention Management									1,000		1,000
Business Intelligence	160									905	1,065
Employee Scheduling					110						110
Talent Management							150				150
Computer Aided Dispatch - Records Mgmt System									3,700		3,700
<b>Sub Total Information Technology</b>	<b>3,101</b>	<b>3,435</b>	<b>3,016</b>	<b>3,441</b>	<b>2,607</b>	<b>2,904</b>	<b>3,155</b>	<b>3,391</b>	<b>8,016</b>	<b>4,096</b>	<b>37,162</b>
<b>Specialized Equipment</b>											
Specialized Equipment - Furniture	370	370	370	370	370	370	370	370	370	370	3,700
Specialized Equipment - Additional Staff/ Body Armour	386	386	386	386	386	386	386	386	386	386	3,860
Specialized Equipment - Firearms & Conductive Energy	197	297	297	297	297	297	297	297	297	297	2,870
Specialized Equipment - Robotics / Support Services	182	159			400					250	991
Specialized Equipment - Forensic Equipment	142	1,900		1,763							3,805
Specialized Equipment - Closed-Circuit / Witness Rooms	590										590
Specialized Equipment - Telephone				700							700
Specialized Equipment - Technical Investigations	1,100					1,100					2,200
<b>Sub Total Specialized Equipment</b>	<b>2,967</b>	<b>3,112</b>	<b>1,053</b>	<b>3,516</b>	<b>1,453</b>	<b>2,153</b>	<b>1,053</b>	<b>1,053</b>	<b>1,053</b>	<b>1,303</b>	<b>18,716</b>
<b>Total Gross Expenditures</b>	<b>22,642</b>	<b>30,718</b>	<b>25,739</b>	<b>14,482</b>	<b>16,642</b>	<b>10,047</b>	<b>9,514</b>	<b>10,257</b>	<b>14,907</b>	<b>10,579</b>	<b>165,527</b>
Envelope	22,261	30,944	18,214	11,533	15,916	10,676	13,795	9,305	15,578	12,263	160,485
Over / (under) envelope	381	-226	7,525	2,949	726	-629	-4,281	952	-671	-1,684	5,042
<b>Financing Sources</b>											
Debt Reduction Reserve	4,448	10,308	5,212	5,277	6,527	1,706	1,243	1,713	5,204	1,717	43,355
Debt Repaid from Development Charges	11,487	13,062	13,520	1,703	2,721	1,267	1,133	1,246	2,305	1,105	49,549
Development Charges From Reserve	856	1,393	872	1,267	834	719	762	822	822	1,081	9,428
External Funding - Fire partners & Auction Proceeds	75	79	159	159	384	79					935
Contribution from Reserves (Operating Tax-Lewy)	5,776	5,876	5,976	6,076	6,176	6,276	6,376	6,476	6,576	6,676	62,260
<b>Total Financing</b>	<b>22,642</b>	<b>30,718</b>	<b>25,739</b>	<b>14,482</b>	<b>16,642</b>	<b>10,047</b>	<b>9,514</b>	<b>10,257</b>	<b>14,907</b>	<b>10,579</b>	<b>165,527</b>





## YORK REGIONAL POLICE

The overall goal of York Regional Police Service is to provide superior quality service to the citizens it serves, while responding to new demands and challenges.

The operating budget to be supported by the tax levy will increase by \$[12.7] million, or [4.1]%, in 2018 from 2017.

Expanded service needs, reflecting a larger population, are driving the increase. In 2018, the operating budget will support the addition of 22 staff, which represents a 1.0% increase from 2017.

As in 2017, funding will support the accelerated hiring of new officers in 2018 to prepare for the impact of numerous pending retirements.

## Ensuring the safety and security of people and property

Like other police services in Ontario, York Regional Police is governed by the provincial *Police Services Act*. The principles in the Act speak to ensuring the safety and security of people and property, safeguarding fundamental rights, co-operating with local communities, respecting and understanding the needs of the victims of crime, and being sensitive to the diverse character of Ontario society.

A seven-member civilian Police Services Board oversees York Regional Police and, as part of its oversight, reviews and approves its budget before it is presented to Council for final approval. The approved budget, which the Police Services Board approved in [October?] 2017, sets out total operating spending of \$[323.5] million for 2018 net of offsetting revenues. On a gross basis including revenues, the figure is \$[357.6] million.

The police service's executive branch comprises the Office of the Chief of Police and several functions that support service-wide goals and standards. An administrative branch deals with information including court-related services, financial, infrastructure and community services. The operations branch delivers policing and related services.

The operations of the service take place in five districts, each of which has a district headquarters building, across the nine York Region local municipalities. Within each district, there are patrol, criminal investigation, and community-oriented units that deal with crime prevention and first-line response.

A district may, as needed, call on more specialized resources managed out of police headquarters in Aurora. These include front-line duty inspectors, major incident management, marine, air and canine units, collision investigations, criminal investigation and forensics. Other centralized services include intelligence, traffic enforcement and safety programs. The service also uses specialized equipment, such as an Unmanned Aerial System and tactical robots.

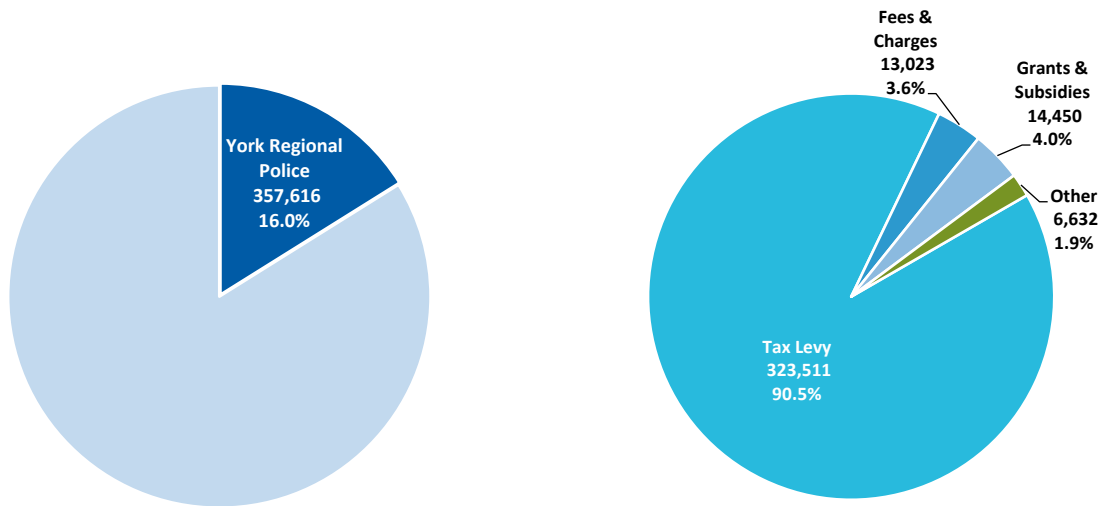
*Continued on page [XX]*

### Major initiatives planned and underway:

- Building the York Regional Police Marine Unit Headquarters on Lake Simcoe with a total expected capital cost of \$[8.1] million and completion date of 2018.
- Hiring 22 new staff in 2018, including 14 sworn officers and eight civilian positions, to address population growth.
- Expanding the Community Safety Village to include additional classrooms and office space, at a total expected capital cost of \$1.8 million.

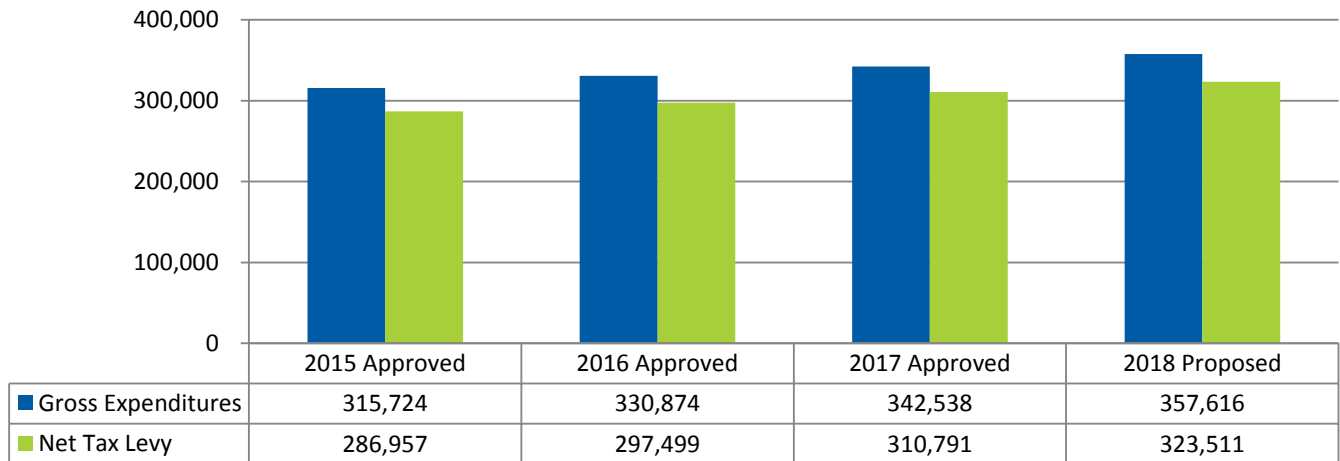
## 2018 operating budget share of total spending and how it's funded

(in \$000s)



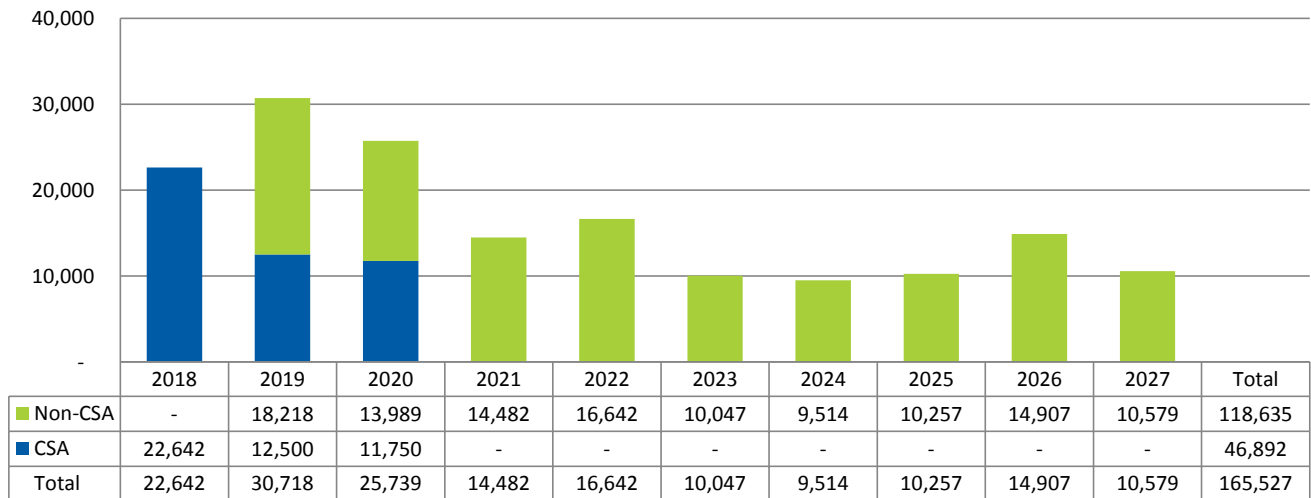
## 4-year operating budget spending

(in \$000s)



## 10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



## Ontario police services call for funds to enforce new *Cannabis Act*

York Regional Police, with other police services in Canada, have signalled concerns about the risks and costs associated with the federal government's proposed *Cannabis Act*, which would provide legal access to cannabis and control and regulate its production, distribution and sale.

In response to the tabling of the legislation in April 2017, the Ontario Association of Chiefs of Police passed a resolution asking that the federal and provincial governments create new funding for local police services for enforcement of the proposed act.

The resolution noted that in Colorado, which legalized marijuana in 2014, a portion of the revenues collected is directed to enforcement.

The chiefs also asked for clarification as to who will enforce the legislation, expressing the concern that municipal police forces will have the major responsibility, adding to their costs.

They identified several major cost drivers, especially around roadside testing of motorists. These include the need to train officers to perform standardized field sobriety testing, to train some officers to become drug recognition experts, and to buy and maintain testing devices. For York Region Police, some of these costs have yet to be identified in the 2018 budget.

Training will also have to ensure officers understand the significant reform to impaired driving laws brought about by legalization.

The chiefs also cited as a cost driver a higher demand for service arising from the legislation because of more mental health calls, motor vehicle collisions, and various crimes.

A focus of the police service is updating tools and models as the foundation of modern policing. Recent examples include a new Business Intelligence software solution and the move to sector model policing discussed below.

Major achievements in the past year included:

- Opening a new, state-of-the-art training centre in East Gwillimbury in July 2017, which brings together theoretical and hands-on training previously provided in a number of locations.
- Gaining recognition for the Hold Up Unit's role in bringing the notorious "Vaultier" to justice (see box on page [XX]).
- Successfully implementing the sector model of policing in all districts, resulting in enhanced police presence, increased patrol supervision, better response times and more balanced workload.

### Looking ahead:

Population growth, increasing cultural diversity and greater urbanization are all potential challenges for policing. The police service is addressing these through a business plan that focuses on maintaining a high level of public trust and satisfaction, continuously improving and modernizing business processes, addressing evolving and serious crime, and placing greater emphasis on youth engagement, inclusivity and partnerships with diverse communities. Its operating budget and investments in capital support these goals.

An increased cost pressure in 2018 may relate to passage of the federal government's proposed *Cannabis Act*, as discussed in the box on [this page].

The police service has developed a 10-year capital plan backed up by an internal 100-year outlook to ensure assets are purchased, constructed and

maintained in a responsible way that meets future demand and gives taxpayers the best value for money. The police budget includes Capital Spending Authority of \$[46.9] million in 2018.

In the medium term, plans for capital projects include replacing Newmarket district headquarters and building new sub-stations in King City, Aurora, and West Vaughan, and a new district in South Richmond Hill.

The police service will also continue to invest in the police fleet, communications equipment, information technology and specialized equipment.

Asset management planning reflects the relatively short service life of many of the police service's assets, such as vehicles. York Regional Police published a 2015 State of Infrastructure Report. In preparing for the report, the service reviewed its capital assets to inform the capital business plan. Looking at the condition, lifecycle and replacement cost of existing assets resulted in several new specialized equipment projects.

## **Hold Up Unit's investigation brings down the notorious Vaulter**

York Regional Police helped to put an end to the exploits of Canada's most notorious bank robber, the "Vaulter Bandit," garnering its Hold Up Unit a 2017 Excellence in Policing Award.

The Vaulter was responsible for 21 bank heists across the country between 2010 and 2015. His spree began in February 2010, when he robbed two Markham banks on back-to-back days. Over the next seven months, the suspect went on to rob another eight banks across the Greater Toronto Area. He also hit banks in Calgary, Hamilton and Ottawa.

It was his frequent modus operandi – vaulting over the counter to demand money from tellers at gunpoint – that earned him the "Vaulter" nickname. But he also earned the attention of the Canadian Bankers' Association, which in 2010 offered a \$10,000 reward for information that led to his arrest.

Five years and 11 bank robberies later, that reward had grown to \$100,000 in 2015. Finally investigators got a break. A fingerprint was pulled from a heist in Mississauga. This allowed them to identify a suspect, dual American-French citizen Jeffrey James Shuman.

Shuman was tracked to Europe, where he was arrested in Geneva, Switzerland on the strength of an Interpol Red Notice. After extradition back to Canada, he pleaded guilty before a court in York Region to seven counts of robbery using a firearm. In July 2017 he was sentenced to 15 years in prison and ordered to pay back nearly \$450,000.

## The Operating Budget 2018

### York Regional Police Financial Summary

(in \$000s)	2017 Budget	2018 Proposed	Inc/(Dec) \$
Operating Expenditures	341,228	355,947	14,719
Contribution to Capital	-	-	-
Revenues	(31,747)	(34,105)	(2,358)
Allocations and Recoveries	1,310	1,669	359
<b>Net Budget</b>	<b>310,791</b>	<b>323,511</b>	<b>12,720</b>
<b>% Change</b>			<b>4.1%</b>
<b>Outlook - Restated</b>	<b>310,791</b>	<b>324,237</b>	<b>13,446</b>

### York Regional Police Incremental Changes to Budget

(in \$000s)	2018 Proposed	
	Gross	Net
<b>Restated Base</b>	342,538	310,791
Base Adjustments	13,925	12,100
Efficiencies & Program Reductions	(229)	(229)
Legislated & Contractual	-	-
Impact of Capital	414	(118)
Growth & Service Enhancements	967	967
<b>Proposed Total Budget</b>	<b>357,616</b>	<b>323,511</b>
<b>Change from Prior Year</b>	<b>\$ 15,078</b>	<b>12,720</b>
	<b>% 4.4%</b>	<b>4.1%</b>

### York Regional Police Staffing Summary

	2018 Proposed	% Change
<b>Budget Base</b>	2,245.0	
New	22.0	1.0%
Conversions	-	
Program Reductions	-	
<b>Total Full-Time Equivalents</b>	<b>2,267.0</b>	<b>1.0%</b>
<b>Outlook - Restated</b>	<b>2,267.0</b>	<b>1.0%</b>



## York Regional Police Budget Changes

(in \$000s)	2018 Proposed	
	Gross	Net
<b>Budget Base</b>	<b>342,538</b>	<b>310,791</b>
<b>Base</b>		
Compensation and Inflation	13,561	13,561
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	365	365
Revenues		
Other Revenues	-	(1,826)
Program Reductions and Efficiencies	(229)	(229)
	<b>13,697</b>	<b>11,871</b>
<b>Impact of Capital</b>		
Contributions to Capital Reserves	(359)	(359)
Net Debenture Financing of Capital Projects	773	241
Operating Impact of New Capital	-	-
	<b>414</b>	<b>(118)</b>
<b>Growth and Service Enhancements</b>		
Maintaining Existing Service Levels	967	967
Enhancing Service Levels	-	-
	<b>967</b>	<b>967</b>
<b>Proposed Total Budget</b>	<b>357,616</b>	<b>323,511</b>
<b>Change from Prior Year</b>	<b>\$ 15,078</b>	<b>12,720</b>
	<b>% 4.4%</b>	<b>4.1%</b>

## The Capital Budget 2018 to 2027

### York Regional Police 2018 Capital Spending Authority and Funding

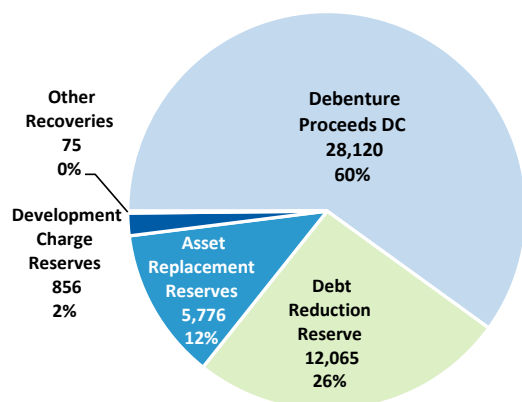
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Total CSA
<b>2018 Capital Spending Authority</b>	<b>22,642</b>	<b>12,500</b>	<b>11,750</b>	-	-	-	-	<b>46,892</b>
<b>Financing Sources for 2018 Capital Spending Authority</b>								
Debt Reduction Reserve	4,448	3,926	3,691	-	-	-	-	12,065
Asset Replacement Reserves	5,776	-	-	-	-	-	-	5,776
Development Charge Reserves	856	-	-	-	-	-	-	856
Other Recoveries	75	-	-	-	-	-	-	75
Planned Debenture Proceeds*	11,487	8,574	8,059	-	-	-	-	28,120
<b>Total Financing Sources</b>	<b>22,642</b>	<b>12,500</b>	<b>11,750</b>	-	-	-	-	<b>46,892</b>
<b>Debt Repayment Sources</b>								
Development Charges	11,487	8,574	8,059	-	-	-	-	28,120
<b>Total Debt Repayment Sources</b>	<b>11,487</b>	<b>8,574</b>	<b>8,059</b>	-	-	-	-	<b>28,120</b>

Capital reports including the details by project are included in the Appendix starting on page [XX].

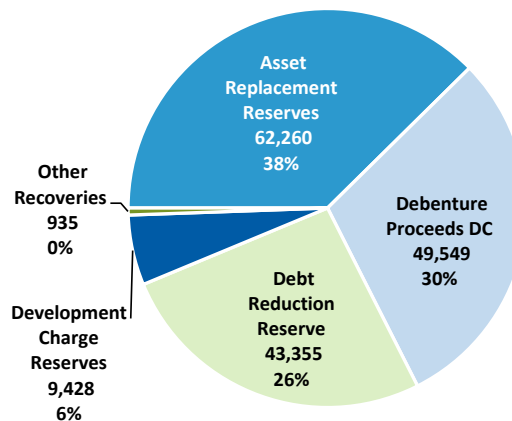
### 2018 York Regional Police Capital Financing

(in \$000s)

#### Capital Spending Authority \$47 Million

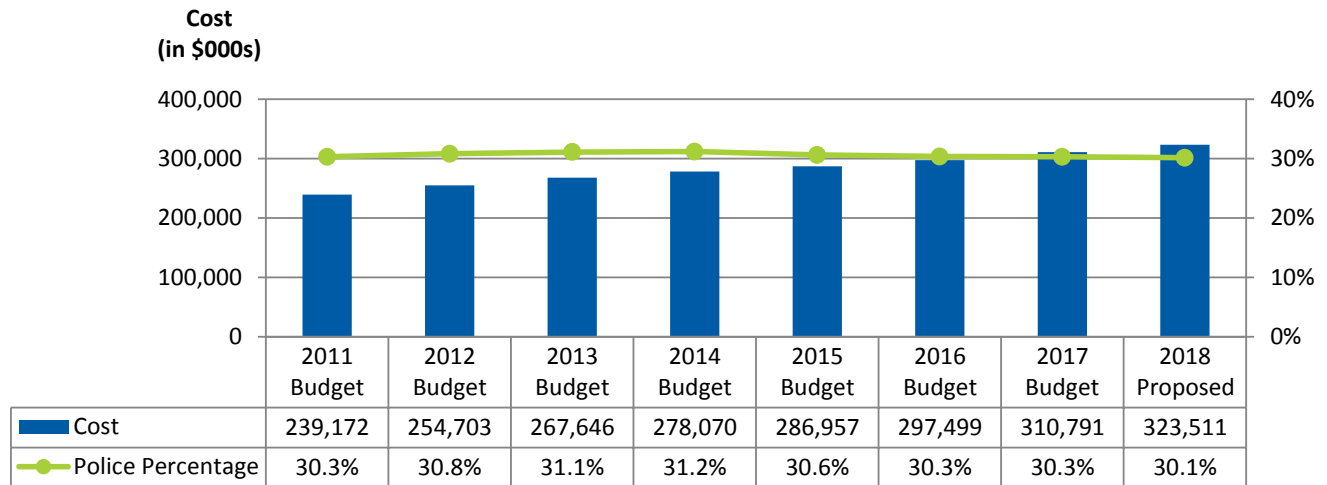


#### 10-Year Plan \$166 Million



## York Regional Police Metrics

The Police percentage of Regional tax levy is expected to remain moderate



Note: Police percentage is calculated by dividing their net operating costs by the Region's net operating costs before assessment growth revenue.

Managing costs in times of growth, York Regional Police's portion of the regional tax-levy is expected to remain moderate.



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

OCTOBER 18, 2017

---

**Amendment to the Direct Purchase of an Upgrade to the  
Kronos Telestaff Scheduling System**

---

**RECOMMENDATIONS**

1. That the Board approve an amendment to the award of software support and maintenance contract to Kronos Canadian Systems Inc. for a period of one year with an option to renew for four additional one year terms, subject to satisfactory performance and the Chief's approval, at a five year cost of \$301,100 excluding HST, if all options to renew are exercised; and
2. That the Chief of Police be authorized to execute the contracts for the software support and maintenance and to exercise any options to renew the support and maintenance contract, subject to the approval of The Regional Municipality of York's Regional Solicitor, or designate.

**SYNOPSIS**

This report requests approval to enter into an amended direct purchase of the Workforce TeleStaff annual support and maintenance with Kronos Canadian Systems Inc. for up to five years at a total updated support cost of \$301,100 or \$199,400 greater than the Board originally approved on May 24, 2017 due to a price dispute. The Purchasing By-law 10-17 section 10.1(a) and 10.2 permits direct purchases where the compatibility of the purchase with existing equipment or services is the paramount consideration and subject to the Board's approval if greater than \$150,000.

## **FINANCIAL IMPLICATIONS**

Funds in the amount of \$2,869,000 are included in the 2017 Operating Budget for software maintenance including \$81,000 for staff scheduling system software maintenance. The funding to renew outlook years are included in the 2018 Operating Budget proposal and subject to the annual approval by the Board and Regional Council.

## **BACKGROUND**

At its May 24, 2017 meeting, the Board approved the award of an upgrade at a cost of \$93,100 and the contract for support and maintenance of \$101,700 for up to five years. Upon execution of the documents, the vendor disputed the costs, taking the position that the support costs were in excess of \$459,000 over five years.

Infrastructure Services and The Regional Municipality of York Legal Services disputed the charges and engaged in negotiations with Kronos. As an outcome to the discussions, the parties have agreed to costs totalling \$301,100 support maintenance over five years if all options are exercised. This includes existing and upgrade maintenance costs.

It is therefore recommended that the Board approve the amended direct purchase of the support and maintenance agreement to Kronos Canadian Systems Inc. with updated support costs. The total direct purchase if all years were renewed totals \$301,100 plus applicable taxes, and requires the Board's approval in accordance with the Purchasing By-law 10-17 section 10.2, for direct purchases that exceed \$150,000.

EJ:pds:

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

Accessible formats or communication supports are available upon request.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

OCTOBER 18, 2017

---

**2010-2016 Sexual Assaults Investigations Review**

---

**RECOMMENDATION**

1. That the Board receive this Report.

**SYNOPSIS**

The Minister of Community Safety and Correctional Services asked Police Services Boards and Chiefs of Police to review the way in which sexual assault cases are handled, including policies and procedures at the local level. (See Appendix A for a copy of the All Chief's Memorandum). This report provides the review undertaken by York Regional Police.

**FINANCIAL IMPLICATIONS**

The total cost of this review was approximately \$89,500 consisting of; temporary contracts for four retired subject matter experts as well as costs for nine full-time sworn members and three full-time civilian members who spent over 980 hours on the review.

**BACKGROUND**

Following a Globe and Mail article that reported concerns over sexual assaults being cleared as 'Unfounded' between 2010 - 2014, the Minister of Community Safety and Correctional Services asked that all Police Services Boards and Chiefs of Police conduct a review of sexual assault investigations in February 2017. The Chief promptly ordered an internal review of sexual assault investigations cleared as 'Unfounded' as well as a quality assurance audit of policies, procedures and training. The York Regional Police review was expanded to include sexual assault cases between 2010 – 2016.

A team of senior investigators, working under the direction of the Detective Sergeant-in-charge of the Special Victims Unit, were tasked to review all sexual assault cases classified as 'Unfounded' between 2010 - 2016.

A team of Quality Assurance Auditors were tasked with reviewing policies, procedures and processes related to sexual assault investigations, in addition to the training records of investigators, of a statistically representative sampling of sexual assaults classified as 'Founded' between 2010 – 2016.

The completed York Regional Police Sexual Assaults Investigations Review and Action Plan is attached to this report as Appendix B.

York Regional Police is committed to investigating all incidents and allegations of sexual assault and providing support to victims. When investigating a complaint of sexual assault, our officers understand the importance of balancing the needs of the victim and the requirements of the investigation. The victim's safety is of utmost importance.

As a victim-centric organization, York Regional Police supports the enhanced awareness and focus on this very important issue. Our commitment is to enhance organizational effectiveness and reinforce our high standard of professionalism. This includes continuously improving how we investigate and handle reporting of sexual assaults.

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

EJ:sp

Attachments: Appendix A: All Chief's Memorandum

Appendix B: 2010 – 2016 York Regional Police Sexual Assaults

Investigations Review and Action Plan

Accessible formats or communication supports are available upon request



**Ministry of Community Safety  
and Correctional Services**

Public Safety Division

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

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

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

Division de la sécurité publique

25, rue Grosvenor  
12<sup>e</sup> 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

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

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  
18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416-325-0408  
Fax: 416-325-6067

25, rue Grosvenor  
18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél. : 416-325-0408  
Téléc. : 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



## Appendix B

# York Regional Police 2010 - 2016 Sexual Assault Investigations Review and Action Plan

October 18, 2017



## Table of Contents

EXECUTIVE SUMMARY	3
YORK REGIONAL POLICE APPROACH TO SEXUAL ASSAULT INVESTIGATIONS	5
SEXUAL ASSAULT 'UNFOUNDED' REVIEW	6
COMMUNITY ENGAGEMENT AND PARTNERSHIPS	8
CASE CONCLUSIONS AND DATA ACCURACY	9
QUALITY ASSURANCE AUDIT	11
ACTION PLAN	15



## EXECUTIVE SUMMARY

Following a Globe and Mail article that reported concerns over sexual assaults being cleared as 'Unfounded' between 2010 - 2014, the Minister of Community Safety and Correctional Services asked that all Police Services Boards and Chiefs of Police conduct a review of sexual assault investigations in February 2017. The Chief promptly ordered an internal review of sexual assault investigations cleared as 'Unfounded' as well as a quality assurance audit of policies, procedures and training. The York Regional Police review was expanded to include sexual assault cases between 2010 – 2016.

The following is a summary of results related to the above-mentioned review/audit:

- 3,029 sexual assault cases were investigated between 2010 – 2016;
- 890 cases (29%) had been classified as 'Unfounded' after a thorough investigation;
- 232 of 890 cases (26%) that had been classified as 'Unfounded' should have been classified differently (i.e. 'Founded - not cleared, no chargeable suspect identified'; 'Cleared Otherwise – offender under 12 years old'; and 'Cleared Otherwise – victim declines to proceed with charges');
- 12 of 232 cases (1.3%) warranted additional review;
- 11 of 12 above-mentioned cases remained classified as 'Unfounded' after further review; and,
- 1 case (0.1%) remains open while the victim determines if they are prepared to revisit the case.

A team of senior investigators, working under the direction of the Detective Sergeant-in-charge of the Special Victims Unit, were tasked to review all sexual assault cases classified as 'Unfounded' between 2010 - 2016.

A team of Quality Assurance Auditors were tasked with reviewing policies, procedures and processes related to sexual assault investigations, in addition to the training records of investigators, of a statistically representative sampling of sexual assaults classified as 'Founded' between 2010 – 2016.

The review identified that sexual assault investigators are highly trained in terms of investigative techniques, offender behaviour and compassion and sensitivity for victims; however, the review also identified the need for further training to ensure correct case clearance codes are used when classifying a case.

Ultimately, the review identified two primary reasons contributing to the number of cases coded as 'Unfounded'.

First, relying on the code of 'Unfounded' vs 'Founded – not cleared' when a victim provides a credible report of a crime, but there is an absence of evidence to support criminal charges, the case should be coded as 'Founded – not cleared' vs. 'Unfounded'. This classification more accurately classifies the results of the investigation and stresses that further investigation will ensue should new information be presented or discovered.

The second involves reports received from a third party. As a victim-centric organization, York Regional Police is one of the few police services in Ontario which currently accepts sexual assault reports from third parties. However, these cases are generally more difficult to substantiate as the victims are usually reluctant to disclose information relating to the alleged offences.



In conclusion, the review determined that allegations of sexual assaults reported to York Regional Police were properly and compassionately investigated; and that victims were believed and treated with respect.

York Regional Police is committed to ensuring members receive additional training on case clearance coding, that our demonstrated best practices are captured in our procedures and reports, and that we continue to leverage strong community partnerships, technology and communication with our community to remove real and/or perceived barriers to reporting sexual assaults. To this end, an action plan has been developed to enhance our response to sexual assault allegations and case clearances.

Our action plan includes:

- Establishing a Sexual Assault Advisory Committee with key community partners and government agencies;
- Providing training and education for officers on investigative techniques and strategies when interviewing and interacting with victims with mental health issues or disabilities;
- Updating relevant procedures including the Sexual Assault Investigations Procedure (LE-034), Domestic Violence Procedure (LE-024), Major Case Management Procedure (LE-391), and Victims' Assistance Procedure (VA-001);
- Updating the York Regional Police Website to provide greater awareness, key information and community resources and supports to victims of sexual assault;
- Launching an online video training segment on case clearance codes and e-learning module to ensure all members are familiar with the Uniform Crime Reporting Survey requirements, particularly on clearing cases properly;
- Providing victims the opportunity to report sexual assaults online;
- Updating the Skills Development and Learning Plan to include the ongoing training requirements for investigating sexual assaults;
- Assigning additional investigators to investigate historic (cold case) sexual assaults;
- Seeking additional training capacity at Ontario Police College for investigators assigned to Integrated Domestic Violence and Human Trafficking and Criminal Investigations Bureau; and,
- Providing training and education for officers to address myths, attitudes and behaviours related to victims of sexual assaults.



## YORK REGIONAL POLICE APPROACH TO SEXUAL ASSAULT INVESTIGATIONS

A **sexual assault** includes any non-consensual contact of a sexual nature. As indicated in *A Guide for Sexual Assault Survivors*<sup>1</sup>:

*A sexual assault is any unwanted sexual touching. It includes unwanted kissing, hugging, molestation, rape and attempted rape. It can happen to someone once, more than once, or even over many years.*

York Regional Police is committed to investigating all allegations of sexual assault and providing assistance to victims, regardless of the level of severity, or if the allegation is made by a third party.

Assignment of sexual assault cases is done using a risk-based assessment. For example, if the offender is known to the victim, then the case is assigned to a qualified sexual assault investigator in a District Criminal Investigations Bureau.

Any occurrence that is deemed to be high risk to the community and/or where the offender is not known to the victim, is assigned to a qualified sexual assault investigator in the Special Victims Unit. Qualified sexual assault investigators assigned to the Special Victims Unit are provided with additional training, such as Violent Offender Behaviour, Cognitive Disability, Neurobiology of Trauma, Forensic Child Interviewing and Compassion Fatigue to address the demands of higher-risk cases.

It is also the mandate of the Special Victims Unit to investigate sexual assault cases where the victim is under 12 years of age. In addition to sexual assault and crimes against children investigations, the Special Victims Unit is also responsible for investigating human trafficking and internet child exploitation.

York Regional Police is committed to an appropriate balance of female and male qualified sexual assault investigators in the Special Victims Unit. Currently, the Sexual Assault and Crimes Against Children sections have a compliment of six female officers and 10 male officers. In addition, these sections are also overseen by a female Detective Sergeant, who is also a qualified sexual assault investigator.

---

<sup>1</sup> *A Guide for Sexual Assault Survivors* can be found on the York Regional Police website; and is provided to victims of sexual assault



## SEXUAL ASSAULT 'UNFOUNDED' REVIEW

### Methodology

In February 2017, York Regional Police commenced an internal review of sexual assault cases closed by police as 'Unfounded' between the 2010 and 2016. The objective of the review was to determine if the 'Unfounded' cases were properly investigated and closed accurately. Overseen by the Detective Sergeant-in-charge of the Special Victims Unit, a Detective Constable, from Special Victims Unit, and three retired Detectives were commissioned to conduct the review. The retired Detectives were selected based on their previous specialized training, which includes, but is not limited to:

- sexual assault and domestic violence investigations;
- investigative interviewing;
- major case management;
- investigating offences against children; and,
- threat assessments.

The team reviewed each investigation that led to an 'Unfounded' closure to ensure that all necessary investigative steps were properly completed. The review included a comprehensive analysis of:

- audio, video, and written interviews;
- medical evidence;
- phone records;
- officer notes;
- DNA submissions; and,
- search warrant results.

### Findings

Between 2010 and 2016, 3,029 sexual assault cases were investigated by York Regional Police, of which 890 (29%) were closed as 'Unfounded'. The review identified 232 (26%) of the 890 'Unfounded' cases were not closed correctly and have since been reclassified correctly. This adjusted the 29% of 'Unfounded' sexual assault investigations to 22%.

In summary, all of the 890 cases reviewed were investigated appropriately; however, the wrong code of 'Unfounded' was used to close 232 of the cases. These cases have since been reclassified as: Founded – not cleared, no chargeable suspect identified; Cleared Otherwise – offender under 12 years old; or, Cleared Otherwise – victim declines to proceed with charges.

Of the 890 cases, 12 investigations were identified for further review to ensure that all appropriate investigative steps were taken prior to closing the case as 'Unfounded'. It was determined that 11 of the cases were properly investigated and the appropriate investigative steps were documented to accurately reflect the extent of the investigation. One case remains open while investigators work with the victim to determine if they would like to revisit the occurrence.

In relation to the 232 reports that were incorrectly coded, the review identified the need to ensure Criminal Investigation Bureau Detective Sergeants are reviewing and approving case closures submitted by investigative supervisors and that additional training regarding case closure codes is provided to investigators and supervisors. This will allow us to capitalize on the Statistics Section's best practices such as the additional layer of review, noted on page nine of this report. In addition, York Regional Police is in the process of developing an e-learning module to ensure all members, not just sexual assault investigators,





are familiar with the Uniform Crime Reporting (UCR) Survey requirements, including the definition of case clearance rules and instructions on clearing cases using the proper UCR code. Training resources are also being developed related to case clearances, including an online video training segment.

Of the 890 'Unfounded' sexual assault cases reviewed, 709 cases were available for further data analysis where it was determined that over 52% of the 'Unfounded' cases were third-party reports. In many of these cases, at the time of the initial investigation, the victim either clarified inaccuracies or false information, or they declined to participate in the investigation.

As a result, we identified an opportunity to enhance our communication with victims of sexual assaults who may not be ready to speak with police at the time of the initial report. For those victims that may not be comfortable speaking about their experience with a uniformed frontline police officer, York Regional Police is launching an online reporting tool to report sexual assaults, enabling direct reporting to a qualified sexual assault investigator in the Special Victims Unit. It provides one point of contact for the victim. It is important to note that this tool is not intended for emergency situations. The types of sexual assaults that may be reported online include:

- Historical sexual assaults – the offence occurred at least one year prior to the time of reporting;
- Non-emergencies – there is not a current danger to the victim or any other member of the public;
- Sexual assaults with no potential for lost or damaged evidence; and
- Those sexual assaults reported to Probation and Parole Officers.

To support this tool, and enhance investigations into cold case sexual assaults, the Chief of Police has made a request to the York Regional Police Services Board for additional investigators, to work within the Special Victims Unit, as part of his 2018 Budget submission. The additional investigators will enhance our capacity and capability to explore new technologies and investigative opportunities that did not exist at the time of the incident but may become available through advancements in technology and/or by reconnecting with victims and witnesses related to historic open investigations, commonly referred to as cold cases. The Special Victims Unit currently have identified 200 cold cases<sup>2</sup>. An example of a cold case, includes a historical report where the victim was not prepared to disclose or continue with a police investigation but after some time has passed, is prepared to proceed.

As a result of conducting this review, the following steps have been, or will be, taken to enhance our response to sexual assault investigations:

- Developing training resources, particularly on clearing cases correctly;
- Adding components of case clearances into other investigative/supervisory training programs; and,
- Launching an online reporting tool for sexual assaults.

---

<sup>2</sup> Cold Case means an investigation in which all reasonable investigative steps have been undertaken, however there is inadequate evidence to lay criminal charges or otherwise resolve the investigation. Further investigation may be warranted in the future due to the serious or unusual nature of the investigation (Court Preparation and Workflow Procedure AI-312).



## COMMUNITY ENGAGEMENT AND PARTNERSHIPS

York Regional Police has long recognized the importance of community engagement and partnerships and the important role they play in building trust and confidence in the police, along with ensuring the appropriate supports are in place and accessible. As such, York Regional Police officers participate in the following community committees/organizations:

- Child Abuse Protocol Committee;
- Cedar Centre Board of Directors;
- Ontario Network of Domestic Violence Coordinators;
- Sexual Assault Investigators Association of Ontario;
- Women's Support Network Board of Directors;
- Victim Services of York Region Board of Directors;
- York Region Violence Against Women Coordinating Committee;
- York Region Centre for Community Safety Board of Directors; and,
- York Region Children's Aid Society Board of Directors.

The Special Victims Unit and the Integrated Domestic Violence Unit meet quarterly with the York Region Centre for Community Safety and affiliated partner agencies to discuss updates and inquiries related to sexual assault investigations.

For a second year in a row, York Regional Police is also part of the Steering Committee for the 2017 Sexual Violence and Harassment Action Plan Conference. The Conference is sponsored by the Ministry of Community Safety and Correctional Services as a part of the government's "IT'S NEVER OK" campaign. Participants will discuss the development of up-to-date training for frontline workers in the health, community services, education and justice sectors to better support survivors of sexual assault and harassment. York Regional Police arranged speakers to address topics of sexual violence related the LGBTQ and Indigenous communities, media reporting on sexual violence, neurobiology of trauma, survivors' stories and more.

In addition, Cedar Centre (formerly York Region Abuse Program) has partnered with York Regional Police to visit the Zebra and Sheldon Kennedy Centres in Edmonton in December 2017. The objective of the collaborative visit is to learn best practices on community partnerships for receiving disclosure of child sexual abuse. Cedar Centre provides therapy, education and advocacy in York Region for those children who experience trauma.

The York Regional Police Training and Education Bureau has developed training with the Regional Crown Attorney specializing in sexual violence.

Efforts are underway to establish and define the role and Terms of Reference of a Sexual Assault Advisory Group, consisting of:

- |                                  |  |
|----------------------------------|--|
| • The Crown's Office             | • York Support Services Network                |
| • Victim Services of York Region | • Cedar Centre                                 |
| • Women's Support Network        | • Family Services York Region - LGBTQ services |
| • Victim/Witness Program         | • Ministry of Health and Long Term Care        |
| • MacKenzie Health DASA program  |  |



The objective of York Regional Police in participating in the Sexual Assault Advisory Group is to provide a forum of open dialogue between York Region Community Partners, who are directly involved in the support of sexual assault investigations. The goal is that the Advisory Group will address the way in which sexual assault cases are and have been received, investigated and prosecuted, absent of bias and myths and will provide the opportunity for case review.

## CASE CONCLUSIONS AND DATA ACCURACY

York Regional Police adheres to the Statistics Canada Canadian Centre for Justice Statistics' Uniform Crime Reporting (UCR) Survey<sup>3</sup> rules for reporting crime data, and in cases where the rules are open to interpretation, works with the Canadian Centre for Justice Statistics (CCJS) to ensure consistent reporting. The CCJS differentiates between 'Founded' and 'Unfounded' cases as follows:

- An incident is 'Founded' if, after investigation, it has been determined that a *Criminal Code* or other federal statute violation has occurred, regardless of whether a chargeable suspect has been identified; and,
- An incident is 'Unfounded' if it has been determined through investigation that no violations of the law took place at that time or location.<sup>4</sup>

York Regional Police Procedure AI-312: Court Preparation and Workflow further states that:

- If a criminal offence is alleged, it cannot be 'Unfounded' based on speculation, "gut feeling" or conflicting stories.

York Regional Police has a number of processes in place to ensure data accuracy and a mechanism to address inconsistencies. In 2014/2015, the CCJS conducted a data quality review of York Regional Police in relation to the UCR Survey and concluded that "York Regional Police is a well-organized organization and has implemented a number of best practices to ensure the accuracy of data reporting and transmission to the UCR". The Statistics Section within the Strategic Services Bureau, is somewhat unique among police agencies in that it has a group of specialized individuals who both audit and report internal and external crime statistics (including reporting the UCR data to CCJS). This structure is an additional layer of review that does not exist in most police agencies across Canada and in and of itself is considered a best practice.

As noted previously, there are still challenges to ensuring consistent clearances of occurrences, and specifically the common and incorrect use of 'Unfounded' as a clearance code. The first challenge involves ensuring that when a victim provides a credible report of a crime, but there is an absence of evidence to support criminal charges, the case should be coded as 'Founded – not cleared'. This classification allows further investigation should new information be presented or discovered.

The second challenge involves reports received from a third party. A victim-centric organization, York Regional Police is one of the few police services in Ontario which currently accepts sexual assault reports from third parties; however, such cases make it more difficult for investigators to substantiate allegations.

---

<sup>3</sup> The Uniform Crime Reporting (UCR) Survey is designed to measure the incidence of crime in Canada and its characteristics. This information comes to the UCR from the data that all police services collect.

<sup>4</sup> UCR Manual, 2016



The CCJS identified as far back as 2006, that all police agencies process incident reports differently; thus, caution must be used when comparing the 'Unfounded' rate between police services. An agency that has a low 'Unfounded' rate may conclude the investigation utilizing a different code, such as 'non-criminal', while others may conclude the same case as 'Unfounded' resulting in a higher 'Unfounded' rate. It is for this reason, the CCJS discontinued the collection and reporting of 'Unfounded' statistics in 2006. This inconsistency among police agencies may have also contributed to the misconception that some police investigators do not believe the victims or that the 'Unfounded' case were not thoroughly investigated.

The challenge associated to the use of the clearance code of 'Unfounded' is not unique to York Regional Police, it is something that it is being addressed collaboratively through the Canadian Association of Chiefs of Police (CACP) Police Information and Statistics Committee (POLIS). The POLIS committee is recommending new clearance codes to provide Investigators with appropriate codes to classify cases that do not fit within the definition of 'Unfounded'.



## QUALITY ASSURANCE AUDIT

The Quality Assurance Unit was tasked with conducting an audit that objectively reviewed legislative requirements and evaluated compliance of York Regional Police procedures related to sexual assault investigations and victims' assistance.

### Methodology

An audit team consisted of two Civilian Quality Assurance Auditors and one Police Constable reviewed a sample of 107 'Founded' sexual assault incidents that took place between 2010 and 2016.<sup>5</sup>

In addition, the Auditors:

- reviewed training records of officers who investigated sexual assaults;
- assessed General Occurrence Reports to determine compliance with relevant procedures;
- examined Police Services Board Policies and applicability of York Regional Police procedures related to sexual assault investigations and victims' assistance; and,
- reviewed research reports produced by various provincial and federal governments on policing practices and perceptions of victims of sexual assault to identify best practices.

### Findings

#### *Procedures and Protocols*

All members of York Regional Police are expected to treat all sexual assault allegations as serious criminal offences from the time the initial complaint is received and through entire investigative process.

The Auditors found there were some incidents of non-compliance with York Regional Police procedures related to administrative processes, as opposed to investigative steps that would comprise the quality of an investigation. All of these inconsistencies have been addressed as a result of the Quality Assurance Audit.

In addition, procedures related to Sexual Assault Investigations, Victims' Assistance, and Criminal Investigation Management Plan, as well as the Skills Development and Learning Plan were reviewed and it was determined that the procedures are consistent with legislative requirements. Although they exist within the LE-006 Criminal Investigation Management Plan, as a result of the Audit, it was identified that the training requirements for a sexual assault investigator should also be included in the Skills Development and Learning Plan.

The Auditors identified the benefit to defining the roles and responsibilities related to community partnerships, including establishing additional protocols where appropriate. This would ensure the Sexual Assault Investigations Procedure is consistent with the Policing Standards Manual, particularly with respect to developing a local protocols with agencies that provide services to victims of sexual assault.

In addition, Auditors found that officers are regularly explaining to victims the importance of attending the hospital if the incident happened within 72 hours; and, third party reports of sexual assault received from Probation and Parole Officers are treated as first-person reports for investigative purposes. However, these routine best practices were not captured in procedure. As such, the related procedures are being updated to reflect our current best practices.

---

<sup>5</sup> The sample of sexual assault incidents reviewed included 6 (all) Level 3 cases, 29 (all) Level 2 cases and 72 (of 2077) level 1 cases, which has a statistical significance of 95% confidence level with a range of +/- 5% error rate.



Furthermore, in September 2017, York Regional Police developed a new Procedure, LE-391 Major Case Management. This Procedure provides direction and responsibilities for all members who manage major cases. A major case means:

- (i) *homicides as defined in subsection 222 (4), Criminal Code of Canada, and attempts;*
- (ii) *sexual assaults, and all attempts (for the purpose of this standard, is deemed to include sexual interference, sexual exploitation and invitation to sexual touching);*
- (iii) *occurrences involving non-familial abductions and attempts;*
- (iv) *missing person occurrences, where circumstances indicate a strong possibility of foul play;*
- (v) *occurrences suspected to be homicide involving found human remains; and,*
- (vi) *criminal harassment cases in which the offender is not known to the victim.*<sup>6</sup>

This provides clear direction for officers when investigating major cases (including sexual assaults). The organization also produced a training video accompanying this new procedure, which was developed to ensure all officers have an understanding of Major Case Management (MCM), including information on the MCM System and the processes for attending major case incidents.

### ***Training***

Officers assigned to investigate a sexual assault are required to have completed the Ontario Police College (OPC) Sexual Assault Investigations Course. If the incident involves a child, they must have completed the OPC Investigating Offences Against Children Course. Furthermore, if the incident is a threshold offence, they must have completed the OPC Ontario Major Case Management Course.<sup>7</sup> In relation to training, the Auditors identified that:

- Of the 107 sexual assault occurrences reviewed, 12 involved sexual assault investigations that were assigned to a Lead Investigator who had not completed the Sexual Assault Investigations course at OPC;
- Nine of the 12 occurrences were investigated by an investigator in the Integrated Domestic Violence, Drug Enforcement (Human Trafficking) and Crimes Against Children units;
- Out of those 12 occurrences, six were overseen by an investigator trained in Sexual Assault Investigations at the OPC. The other six were investigated by investigators who had completed other sexual assault training, not from the OPC; and,
- All 12 cases were properly investigated. Charges were laid in nine cases. In two of the cases, the victim did not want police to pursue charges; and, one case was 'Founded - not cleared' due to charges being before the court in a related case. In each case, the Unit Commanders overseeing the above-mentioned investigations were qualified sexual assault investigators.

While investigators from the Special Victims Unit receive additional training on sexual assault investigations, the Auditors noted that a number of officers from District Criminal Investigations Bureaus and other specialty units, that also investigate sexual assaults, are waiting for training provided exclusively by the OPC. The Auditors found that efforts have been made by Bureau Commanders to seek additional sexual assault training for their members at the OPC; however, due to limited training spots available, York Regional Police is challenged to have more investigators specially trained.

---

<sup>6</sup> Major Case Management Procedure LE-391

<sup>7</sup> *Threshold Offence means a major case occurrence that is defined based on the offence type, in accordance with the Ontario Major Case Management Manual (Major Case Management Procedure LE-391)*



In response to identifying this challenge, official correspondence has been forward to the OPC requesting access to the appropriate training.

### ***Awareness***

The Auditors identified an opportunity to enhance the sharing of information on resources for sexual assault victims and general information about sexual assault. While, the York Regional Police website contains a document entitled *A Guide for Sexual Assault Survivors*, more information and awareness should be made available and readily accessible.

*A Guide for Sexual Assault Survivors* appropriately and respectfully provides victims of sexual assault with key information about supports available to the victim and clearly explains the investigative and court processes.

York Regional Police is currently in the process of updating the website to provide greater awareness, key information and community resources and supports to victims of sexual assault.

### ***Victim-Centric***

In the Audit and review of sexual assault investigation occurrences, procedures and investigative practices, the Auditors confirmed that York Regional Police is a victim-centric organization. This is demonstrated in the actions of its members and clearly established in its procedures. The Sexual Assault Procedure (LE-034) requires all officers to ensure victims are provided with the appropriate supports, which include information on safety planning and community referrals.

In addition, the procedure clearly reflects the principles set out in the *Canadian Victims Bill of Rights*, including, when requested, providing victims opportunity to be interviewed by an officer of the same gender.

York Regional Police's victim-centric approach is also demonstrated in the recent creation of the Human Trafficking Section under the Special Victims Unit. Specialized Human Trafficking investigators, together with community partners and agencies, work together to rescue young victims trapped in the sex trade. York Regional Police is committed to combatting sex trafficking using a three-pronged approach:

- rescuing victims in collaboration with our community partners;
- identifying and charging those who traffic these victims; and,
- identifying and charging those attempting to purchase sex.

Between 2010 and 2016, 81 adults and 49 youth were rescued from human trafficking or pimping-related sexual exploitation. Currently, York Regional Police is responsible for over 100 criminal prosecutions before the courts related to human trafficking, pimping and suspects who attempted to solicit the services of prostituted children online.



### Audit Recommendations

As a result of the audit the following steps have been, or will be taken to ensure York Regional Police is providing the best possible service to victims of sexual assault:

- Modernize and update the Sexual Assault Investigations Procedure (LE-034) procedure to reflect current practices by adding the importance of explaining to the victim the importance of attending the hospital if the incident happened within 72 hours; and, including that reports from Probation and Parole Officers of sexual assaults disclosed are to be treated as first-person reports for investigative purposes.
- Major Case Management procedure (LE-391) was completed and shared with all members.
- Training requirements for investigating sexual assaults to be clearly set out in the York Regional Police Skills Development and Learning Plan.
- Continue advocating for OPC Sexual Assault Investigation courses and the ability to locally deliver OPC accredited courses.
- Establish training and/or education for all officers to address myths, attitudes and behaviours of sexual assault victims.
- Develop training and/or education on investigative techniques and strategies when interviewing and interacting with victims with mental health issues or disabilities.

The York Regional Police website is currently being updated to enhance communication and awareness to victims, vulnerable persons and other members of the community, to include the following information:

- York Regional Police's commitment to working with victims of sexual assaults;
- information on sexual assaults, including facts and myths;
- information on how to report a sexual assault and the process that follows;
- other community resources and supports to sexual assault victims; and,
- information on the *Canadian Victims Bill of Rights* and other key victim information.





## ACTION PLAN

In conclusion, the thorough and exhaustive review of 'Unfounded' sexual assaults and our policies, procedures and best practices has concluded that York Regional Police has competently and compassionately investigated allegations of sexual assault. The following action plan will ensure we continue to provide the best possible service and support to victims of sexual assault:

Task	Status
Establish a Sexual Assault Advisory Committee with key community partners and government agencies	Completed – terms of reference / protocol to be developed and agreed to
Provide training and education for officers on investigative techniques and strategies when interviewing and interacting with victims with mental health issues or disabilities	Complete and ongoing
Update relevant procedures including the Sexual Assault Investigations Procedure (LE-034), Domestic Violence Procedure (LE-024), Major Casement Management Procedure (LE-391), and Victims' Assistance Procedure (VA-001)	Complete and ongoing
Update the York Regional Police Website to provide greater awareness, key information and community resources and supports to victims of sexual assault	In development – To be completed Q4 2017
Launch an online video training segment on case clearance codes and e-learning module to ensure all members are familiar with the Uniform Crime Reporting Survey requirements, particularly on clearing cases properly	In development – To be completed Q4 2017
Launch online reporting for sexual assaults. Create training material (reference cards, short videos, manual) related to case clearance codes	In development – To be released Q1 2018
Update the Skills Development and Learning Plan to include the ongoing training requirements for investigating sexual assaults. Launch online reporting for sexual assaults	In development – To be completed Q4 2017
Assign additional investigators to investigate historic (cold case) sexual assaults	Pending 2018 Budget Approval In development
Seek additional training capacity at Ontario Police College for investigators in other speciality units	Request sent to OPC Pending 2018 Budget Approval
Seek additional training capacity at Ontario Police College for investigators in other speciality units	Researching Request sent to OPC
Provide training and education for officers to address myths, attitudes and behaviours of sexual assault victims	Researching



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

October 18, 2017

---

**Execution of Documents Report**

---

**RECOMMENDATION**

1. That the Board receive this report pursuant to the Execution of Documents Bylaw No. 08-15.

**BACKGROUND**

In accordance with the Police Services Board's Execution of Documents Bylaw No.08-15, this report contains a list of agreements which were executed by the Chair of the Board in 2017.

**SUMMARY**

In accordance with the Execution of Documents Bylaw No. 08-15, the Bylaw states:

- In all cases where documents are executed under delegated authority, a quarterly report must be submitted to the Board; and
- Each signing officer shall obtain the approval of the Regional Solicitor or his or her designate as to form and content prior to executing any document pursuant to this By-law.

In accordance with the Execution of Documents Bylaw No. 08-15, the agreements and other undertakings that have been executed to date by the Chair are as follows:

- Provincial Community Policing Partnership (CPP) grant – one-year term from April 1 2017 ending March 31, 2018 for the amount of \$2,370,000.00;
- 1,000 Officers Partnership Program – one-year term from April 1, 2017 to March 31, 2018 for the amount of \$3,500,000.00

Mafalda Avellino  
Executive Director



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

October 18, 2017

---

**Proposed 2018 Police Services Board Budget**

---

**RECOMMENDATIONS**

1. That the Board approve the draft 2018 Operating Budget for the Police Services Board in the amount of \$421,900.
2. That the Board approve the 2018 Public Relations Fund budget of \$75,000.

**FINANCIAL IMPLICATIONS**

The proposed 2018 net operating budget, recommended in this report, represents a decrease of 0.9% over the 2017 budget. The 2018 Board operating budget request is in the amount of \$421,900. The Board is also anticipating that the province will introduce significant amendments to the *Police Services Act*. The Board will assess the impact of those changes in 2018 and it can be anticipated that the Board's 2019 request will address any financial pressures that may rise from those amendments.

**2018 OPERATING BUDGET PROPOSAL**

At its September meeting, the Board directed the Executive Director to reduce its Legal and Arbitration account to reflect average three-year actual expenses. As a result, a 0.9% decrease is proposed for the Board's 2018 Board Budget. Generally, for non-salary accounts, the amount allocated is based on costs incurred in previous years and any new programs and expenses which will be explained in this report.

*Salaries and Benefits*

- The budget proposal includes funds to maintain the Board's two full-time staff members. In addition, funds are included for the Regional Council- established remuneration of the Board's three provincial appointees and one citizen appointee. An increase of \$12,400 or 5.1 percent is proposed. Board staff provide the administrative support to ensure the Board meets its legislative mandate.

*Travel Allowance*

- \$3,000 in funds has been allocated to Travel Allowance account. All mileage including mileage to conferences and seminars will be charged to the Travel Allowance account.

*Conference and Seminars*

- The 2018 OAPSB Spring Conference will be held at Blue Mountain Resort in Collingwood, ON, the OAPSB Fall Labour Seminar in Toronto and the 2018 CAPG Annual Conference will be held in Winnipeg, MN. An increase of \$3,100 is proposed. This will allow for professional development and learning opportunities for Board members by providing sufficient funds for their attendance.

#### *Meetings*

- This account includes miscellaneous items and all disbursements related to board meetings and special events. The proposal is for a decrease of \$2,000 to the Meetings account.

#### *Memberships*

- Membership fees for CAPG and OAPSB. An increase of \$500 is proposed to this account for projected increases to the membership fees.

#### *Board/Staff Training*

- All course training costs associated with Board staff and Board members. An increase of \$1,500 is proposed which increases the training budget to \$6,500. This will include leadership training for the Executive Director and training for board members.

#### *Cellular Phone*

- All costs associated with data plans for tablets and mobile phone. An increase of \$100 or 2.9 percent is proposed.

#### *Minor Capital/I.T.*

- There will be annual costs associated with eScribe software of \$3,600 plus HST for the automation of board meetings and monthly fees for tablets. There are also fees associated with the Board's website and the cost of any hardware associated with the board office.

#### *Printing*

- Slight decrease in account due to automation of board meetings.

#### *Legal and Arbitration*

- The average yearend actuals over the last three years is approximately \$20,000. The proposed amount for this account is \$25,000 – a reduction of \$25,000 to reflect costs incurred over the last three years. Expenditures within the legal services account are difficult to predict and are often incurred in response to an action or event. Matters that proceed to a hearing are increasingly complex and more costly in particular those matters related to the Long-Term Disability benefit.

#### *Consultants*

- No proposed changes to this account.

*Public Relations Fund*

- No proposed changes to this account. The proposal for 2018 is \$75,000 based on the 2017 year-to-date actuals.

**CURRENT FISCAL STATUS**

The Financial Statement for the period ending August 31, 2017 shows the year-to-date actual expenditures of the Board to be \$241,254 or 56.7 percent of the annual budget.

**CONCLUSION**

The Board's 2018 estimates as provided in this report will allow the Board to meet its legislative requirements under the *Police Services Act*.

Mafalda Avellino  
Executive Director

Attach. (1): Proposed 2018 Police Services Board Budget





## Proposed 2018 POLICE SERVICES BOARD BUDGET

	2017 Budget	2017 Actuals	2018 Budget	Difference (\$)	Change (%)
Public Relations	\$ 75,000	\$ 64,061	\$ 75,000	\$ -	0.0%
Recovery from Reserve	(75,000)	(64,061)	(75,000)	\$ -	0.0%
Contributions to Reserve	\$ 60,000	\$ 21,438	60,000	\$ -	0.0%
Sundry Revenue	(60,000)	(21,438)	(60,000)	\$ -	0.0%
Salaries	\$ 241,000	\$ 150,225	\$ 253,400	\$ 12,400	5.1%
Benefits	\$ 58,000	\$ 37,005	\$ 63,500	\$ 5,500	9.5%
Travel Allowance	\$ 4,000	\$ 2,000	\$ 3,000	\$ (1,000)	-25.0%
Conferences and Seminars	\$ 15,600	\$ 13,045	\$ 18,700	\$ 3,100	19.9%
Meetings	\$ 11,800	\$ 6,499	\$ 9,800	\$ (2,000)	-16.9%
Memberships	\$ 11,800	\$ 11,360	\$ 12,300	\$ 500	4.2%
*Board/Staff training	\$ 5,000	\$ 254	\$ 6,500	\$ 1,500	30.0%
Cellular Telephone	\$ 3,400	\$ 1,895	\$ 3,500	\$ 100	2.9%
Office Supplies	\$ 900	\$ 741	\$ 900	\$ -	0.0%
Minor Capital	\$ 5,900	\$ 2,677	\$ 3,000	\$ (2,900)	-49.2%
I.T.	1,600	\$ 3,680	5,800	\$ 4,200	262.5%
Printing	\$ 1,700	\$ 379	\$ 1,500	\$ (200)	-11.8%
Legal and Arbitration	\$ 50,000	\$ 11,494	\$ 25,000	\$ (25,000)	-50.0%
Consultants	\$ 15,000	\$ -	\$ 15,000	\$ -	0.0%
	2017 Budget	2017 Actual	2018 Budget	Difference (\$)	Difference (%)
Net Operating Budget	\$ 425,700	\$ 241,254	\$ 421,900	\$ (3,800)	-0.9%

Actuals to August 31, 2017

\*\$3,000 cost incurred in September

Percentage Spent 56.7%

Eight months represents 66.7% of the year



October 13, 2017

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

Dear Ms. Avellino:

**Re: 2018 Budget presentation**

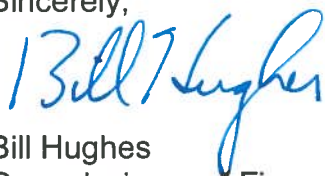
As part of York Region's 2018 Budget process, the York Regional Police Services Board and York Regional Police are invited to present YRP's budget to Committee of the Whole on November 30, 2017.

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

Following Committee reviews, it is anticipated that the consolidated 2018 Regional Budget will go forward for Council's approval on December 14, 2017.

We look forward to seeing you at the Committee meeting on November 30, 2017.

Sincerely,



Bill Hughes  
Commissioner of Finance and Regional Treasurer

BH/vh

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

YORK #7856406



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

**BY LAW NO. 12-17**

**A By Law to Confirm  
the Proceedings of the Board at its Meeting  
held on October 18, 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 18th day of October, 2017**

\_\_\_\_\_  
**Mafalda Avellino, Executive Director**

\_\_\_\_\_  
**Mayor Virginia Hackson, Acting Chair**