



The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

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REVISED AGENDA PUBLIC SESSION

Wednesday, February 14, 2018, 9:00 a.m.

COMMITTEE ROOM "A"

YORK REGION ADMINISTRATIVE CENTRE

17250 YONGE STREET

NEWMARKET, ONTARIO

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

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|-----|---|----|
| 6.1 | Direct Purchase Belt Pouches and Plain Clothes Belt Systems | 76 |
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RECOMMENDATIONS

1. That the Board authorize the direct purchase of duty belt pouches and plain clothes belt systems from Summit Canada Distributors Inc. at a cost of \$80,000 annually plus applicable taxes; and,
2. That the Board approve the award of the contract 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 total cost of \$400,000 excluding HST, if all options were exercised; and,
3. That the Chief of Police be authorized to execute the contract, and any options to renew the contract, subject to the approval of the Regional Municipality of York's Regional Solicitor, or designate, as to this form and content.

- | | | |
|-----|-------------------------------------|----|
| 6.2 | Direct Purchase of Helicopter Parts | 78 |
|-----|-------------------------------------|----|

RECOMMENDATIONS

1. That the Board authorize the direct purchase of helicopter parts from Canadian Helicopters Limited for an initial term not to

exceed \$220,000 plus applicable taxes; and,

2. That the contract be awarded for a period of two years, with an option to renew for one additional one-year period commencing January 1, 2020, for a total cost of \$330,000 if all option years are exercised; and,
3. That the Chief of Police be authorized to exercise the option to renew the parts agreement on behalf of the Board, contingent upon execution of the one-year contract extension of the Pilot and Maintenance contract with Canadian Helicopters Limited; and,
4. That the Chief of Police be authorized to execute the contract, and any renewal, subject to the approval of Region's Legal Services as to form and content.

6.3 Execution of Documents Bylaw and Purchasing Bylaw 80

RECOMMENDATION

1. That the Board receive this report pursuant to the Execution of Documents By-Law No. 08-15 and Purchasing By-Law 10-17 quarterly reporting requirements.

6.4 2017-2019 Business Plan Year 1 Status 88

RECOMMENDATION

1. That the Board receive this report.

6.5 Annual Report on Freedom of Information Access Requests 120

RECOMMENDATION

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

6.6 Annual Report on the Disposal of Assets - 2017 124

RECOMMENDATION

1. That the Board receive this report for information.

6.7 Annual Report on Public Complaints 130

RECOMMENDATION

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

6.8 Annual Report on Solicitations and Donations

142

RECOMMENDATIONS

1. That the Board receive this report in accordance with the Board's Public Donations and Sponsorships Policy No. 01/15; and
2. That the Board approve 2017 donations greater than \$10,000 from the attached Appendix A totalling \$92,055 in cash donations and a \$65,000 non-cash donation.

7. Items for Consideration - Reports of the Executive Director

7.1 Public Relations Reserve Fund Semi-Annual Report

146

RECOMMENDATION

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

7.2 Bill 175, Safer Ontario Act, 2017: Draft Submission to the Standing Committee on Justice Policy

150

RECOMMENDATIONS

1. That the Board approve the draft submission on Bill 175, *Safer Ontario Act, 2017*, ("Appendix A").
2. That the Board forward the approved written submission to the Standing Committee on Justice Policy by March 1.

8. Unfinished Business

9. Other Business

10. Private Session

RECOMMENDATION

That the Board move into Private Session.

11. Reconvene in Public Meeting

12. Consideration of Private Items

- Human Resources (Recommendation 1)
- Sergeant or Detective Promotions (Recommendation 1)

13. Confirmatory Bylaw

172

14. Adjournment

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

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

January 17, 2018

The Board commenced its meeting of January 17, 2018 in Committee Room A, York Region Administrative Centre, 17250 Yonge Street, Newmarket, Ontario on the above-noted date at 9:00 a.m. in public session.

Board Members Present: V. Hackson, Chair
J. Molyneaux, Vice Chair
W. Emmerson
M. Bevilacqua
B. Jiang
K. Usman

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

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

Region Legal & Court Services: S. Maio, Senior Counsel

1 2018 ELECTIONS OF BOARD CHAIR AND VICE CHAIR

In accordance with Section 28(1) of the *Police Services Act* and Section 3.1 of the Board's Procedure Bylaw, the Executive Director called for nominations for the position of Chair of the Board for 2018.

It was moved by Chairman Emmerson, seconded by Mr. Usman that Mayor Virginia Hackson be nominated as Chair of the Board for the period of January 17, 2018 until the commencement of the first regular meeting of the Board in 2019.

The Executive Director called for further nominations.

It was moved by Chairman Emmerson, seconded by Mayor Bevilacqua that nominations be closed.

CARRIED

It was moved by Ms Jiang, seconded by Mayor Bevilacqua that Mayor Virginia Hackson be appointed Chair.

CARRIED

As no further nominations were received, the Executive Director declared Mayor Virginia Hackson as Chair of The Regional Municipality of York Police Services Board for the period of January 17, 2018 until the commencement of the first regular meeting of the Board in 2019.

In accordance with Section 28(2) of the *Police Services Act* and Section 3.2 of the Board's Procedure Bylaw, the Board proceeded with the election of Vice Chair for the period of January 17, 2018 until the commencement of the first regular meeting of the Board in 2019.

The Chair called for nominations for the position of Vice Chair of the Board for 2018.

It was moved by Chairman Emmerson, seconded by Mayor Bevilacqua that John Molyneaux be nominated as Vice Chair of the Board for the period of January 17, 2018 until the commencement of the first regular meeting of the Board in 2019.

The Chair called for further nominations.

It was moved by Ms Jiang, seconded by Mr. Usman that nominations be closed.

CARRIED

It was moved by Mr. Usman, seconded by Ms Jiang that Mr. John Molyneaux be appointed Vice Chair.

CARRIED

As no further nominations were received, Chair Virginia Hackson declared Mr. John Molyneaux as Vice Chair of The Regional Municipality of York Police Services Board for the period of January 17, 2018 until the commencement of the first regular meeting of the Board in 2019.

2 DISCLOSURE OF INTEREST

Nil.

3 CONFIRMATION OF PUBLIC MINUTES OF NOVEMBER 15, 2017 BOARD MEETING

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

CARRIED

COMMUNICATIONS

4 Correspondence from Mr. Christopher Raynor, Regional Clerk, York Region, December 18, 2017, regarding the 2018 York Regional Police Budget.

It was moved by Chairman Emmerson, seconded by Vice Chair Molyneaux that the Board receive the correspondence from Mr. Christopher Raynor, Regional Clerk, York Region, December 18, 2017.

CARRIED

- 5 Correspondence from the Hon. Kathleen Wynne, Premier of Ontario, December 4, 2017, on the Board's resolution regarding cannabis distribution legislation in Ontario.

It was moved by Mayor Bevilacqua, seconded by Ms Jiang that the Board receive the correspondence from the Hon. Kathleen Wynne, Premier of Ontario, December 4, 2017.

CARRIED

- 6 Correspondence from the Hon. Charles Sousa, MPP, Minister of Finance, January 3, 2018, regarding an update on the provincial work underway to establish a retail and distribution channel for legal cannabis.

It was moved by Vice Chair Molyneaux, seconded by Chairman Emmerson that the Board receive the correspondence from the Hon. Charles Sousa, MPP, Minister of Finance, January 3, 2018, and that the Chair forward a reply letter to the Ontario Finance Minister with respect to funding the cannabis legislation.

CARRIED

Action: Executive Director

- 7 Correspondence from Mr. Stephen Beckett, Assistant Deputy Minister, Ministry of Community Safety and Correctional Services, December 7, 2017, regarding the expansion of the Naloxone Program to police services.

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

CARRIED

- 8 Memorandum from Chief Eric Jolliffe, York Regional Police, January 4, 2018, regarding the costs associated with issuing Naloxone (Narcan) kits to all frontline officers.

It was moved by Chairman Emmerson, seconded by Mayor Bevilacqua that the Board receive the memorandum from Chief Eric Jolliffe, York Regional Police, January 4, 2018.

CARRIED

- 9 Correspondence from Ms Lorris Herenda, Executive Director, Yellow Brick House, December 14, 2017, regarding attendance at the 13th Annual Yellow Brick House Gala taking place March 2, 2018 in Richmond Hill.

It was moved by Chairman Emmerson, seconded by Ms Jiang that the Board receive the correspondence from Ms Lorris Herenda, Executive Director, Yellow Brick House, December 14, 2017 and approve Ambassador sponsorship.

CARRIED

Action: Executive Director

- 10 Correspondence from Chair Eli El-Chantiry, Ontario Association of Police Services Boards, December 15, 2017, regarding shared funding among the Big 12 Boards for a legal review of Bill 175.

It was moved by Vice Chair Molyneaux, seconded by Mayor Bevilacqua that the Board receive the correspondence from Chair Eli El-Chantiry, Ontario Association of Police Services Boards, December 15, 2017 and provide support in the amount of \$2,000.

CARRIED

Action: Executive Director

- 11 Correspondence from Ms Susanne Cappuccitti, Executive Director, Character Community Foundation of York Region, January 16, 2018, requesting sponsorship for the 12th Annual Character Community Awards taking place April 25, 2018 in Richmond Hill.

Moved by Mr. Usman, seconded by Ms Jiang that the Board receive the correspondence from Ms Susanne Cappuccitti, Executive Director, Character Community Foundation of York Region, January 16, 2018 and approve Gold sponsorship.

CARRIED

Action: Executive Director

ITEMS FOR CONSIDERATION - REPORTS OF THE CHIEF OF POLICE

12 Interim Financial Reporting for the Period Ending November 30, 2017

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

1. That the Board receive the unaudited interim financial reports for the 11-month period ending November 30, 2017, pursuant to Financial Accountability Board Policy No. 01/05.

CARRIED

13 Land Acquisition Update

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

1. That the Board receive this report with respect to the status of the land acquisition of certain lands located at 20 Bonnie Boulevard, Jackson's Point, Georgina.

CARRIED

14 Operational Hours – Three District

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

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

CARRIED

15 **2020-2022 Business Plan Development Strategy**

It was moved by Mayor Bevilacqua, seconded by Vice Chair Molyneaux that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board approve the 2020-2022 Business Plan Development Strategy pursuant to the Board's Framework for Business Planning Policy No. 03/10.

CARRIED

16 **Implementation of the Jury Recommendations from the Inquest of John Caleb Ross**

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

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

CARRIED

17 **Quality Service Standards - 2017**

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

1. That the Board receives this report pursuant to the Police Services Board Accessible Customer Service Policy No. 04/09.

CARRIED

18 **Quality Assurance Process**

It was moved by Mayor Bevilacqua, 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 the Quality Assurance Process, Board Policy No. 01/08.

CARRIED

19 **Accessibility for Ontarians with Disabilities Act, 2005, AODA Compliance and Public Feedback on Accessible Customer Service**

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

1. That the Board receive this report pursuant to the Police Services Board Governance Accessibility Policy 01/13 and the Police Services Board Accessible Customer Service Policy 04/09.

CARRIED

20 **Annual Report on Equity and Inclusion Policy**

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

1. That the Board receive this report pursuant to the Board's Equity and Inclusion Policy No. 04/11.

CARRIED

21 **Annual Report on Hate Crime Policy**

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

1. That the Board receive this report pursuant to Policy No. 04/03.

CARRIED

22 **Annual Report on Auxiliaries and Volunteers**

It was moved by Mr. Usman, seconded by Vice Chair 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 Police Services Board Auxiliary and Volunteer Program Board Policy No. 03/02.

CARRIED

23 **Secondary Activities**

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

1. That the Board receive this report pursuant to Section 31(1)(g) of the *Police Services Act*.

CARRIED

24 **Public Complaints regarding Services Provided by York Regional Police**

It was moved by Mayor Bevilacqua, 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 in accordance with sections 31(1)(j) and 63(4) of the *Police Services Act* and paragraph 3.3 of Board By-Law No. 01-11 respecting the Administration of the Complaints System under Part V of the *Police Services Act*.

CARRIED

ITEMS FOR CONSIDERATION - REPORTS OF THE EXECUTIVE DIRECTOR

25 Monitoring Requirements Status Report

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

1. That the Board receive, for its information, the Monitoring Requirements Status Report attached as Appendix A.

CARRIED

26 Amendments to the Hate Propaganda and Hate/Bias Motivated Crimes Policy

It was moved by Mayor Bevilacqua, 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 Hate Propaganda and Hate/Bias Motivated Crimes Policy No. 04/03, attached as Appendix A.

CARRIED

27 Freedom of Information Access Requests - 2017

It was moved by Mayor Bevilacqua, seconded by Mr. Usman 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 Bylaw No. 09-15, a bylaw to establish administration policies for *Municipal Freedom of Information and Protection of Privacy Act* Access Requests.

CARRIED

CONSIDERATION OF MOTION TO MOVE INTO PRIVATE SESSION

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

CARRIED

The Board met in Private Session at 9:58 a.m. and reconvened in the public session at 11:31 a.m.

CONSIDERATION OF MOTION TO MOVE INTO PUBLIC SESSION

- 29** *It was moved by Chairman Emmerson, seconded by Ms Jiang that the Board rise and report from the Private Session.*

CARRIED

CONSIDERATION OF PRIVATE ITEMS

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

Human Resources

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

Appointment of New Police Officers

1. That the Board appoint 30 new individuals as Cadets-in-Training, effective December 4, 2017 pursuant to Section 52(1) of the *Police Services Act*.

CARRIED

31 CONFIRMATORY BYLAW

The Board had before it Bylaw No. 01-18. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

It was moved by Mayor Bevilacqua, seconded by Mr. Usman, that Bylaw No. 01-18, being "a Bylaw confirming the proceedings of the Board at this meeting," be read and enacted. Bylaw No. 01-18 was read and enacted as follows:

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

CARRIED

32 ADJOURNMENT

It was moved by Vice Chair Molyneaux, seconded by Ms Jiang that the meeting be adjourned.

CARRIED

The meeting adjourned at 11:32 a.m.

Mafalda Avellino
Executive Director

Mayor Virginia Hackson
Chair

Minutes to be confirmed and adopted at the next regular meeting of the Board to be held on February 14, 2018.

Accessible formats or communication supports are available upon request.



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: Continuing Work on the Ministry's Response to the
Ombudsman's Report on De-Escalating Conflict Situations

DATE OF ISSUE:	January 25, 2018
CLASSIFICATION:	For Action
RETENTION:	Indefinite
INDEX NO.:	18-0004
PRIORITY:	High

On February 13, 2017, I wrote to you about the ministry's work on responding to the report of the Ombudsman of Ontario entitled: "A Matter of Life and Death: Investigation into the direction provided by the Ministry of Community Safety and Correctional Services to Ontario's police services for de-escalation of conflict situations". At that time, I had asked for your assistance in supporting the work of Dr. Judith Andersen from the University of Toronto.

As part of the ministry's continued efforts to respond to the Ombudsman's 22 recommendations, we have instituted a tiered, stakeholder-centred project structure to support this work. The structure is led by an Executive Advisory Committee who provides strategic guidance and recommendations to the ministry. Membership includes representatives that bring a variety of perspectives including policing, mental health, psychology, civil liberties, and justice.

The Executive Advisory Committee continues to receive input and review proposals from subject matter experts through an Expert Technical Table. In addition to police training experts, the membership includes representatives with a community-based mental health perspective.

In order to specifically address the Ombudsman's recommendation #3, regarding the Ontario Use of Force Model, the ministry has again contracted with Dr. Andersen to assist with a scientific and evidence-based approach to this work.

As part of the information-gathering phase of this project, Dr. Andersen and her team will be reaching out to police services. They may request interviews, conduct surveys, organize focus groups, and visit your service to consult with expert advisors from the training or use of force areas of the service.

They may ask for reference documentation relevant to this study. Please be assured all data collected as part of this study is confidential and will be used solely for the purpose of informing the ministry's response to the Ombudsman's report. Participant information will be limited to the role the individual performs and their work location.

Attached is a letter from Dr. Andersen that further explains the research process. Additional contacts will be made directly through Dr. Andersen or members of her team.

As a starting point, Dr. Andersen will be sending a survey to you to request nominations for police experts at your service. We ask that you nominate one or two experts in the area of training, critical decision making or use of force to be part of focus groups to advise the research team throughout the development of a critical decision making model for Ontario. Teams are limited in size and may only be able to accommodate one expert from each service.

For reference, Dr. Andersen's email is Judith.Andersen@utoronto.ca.

Your assistance in providing any relevant information and supporting this research will be very much appreciated.

Sincerely,

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

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

cc: Judith Andersen, Ph.D., Associate Professor, University of Toronto Mississauga



January, 2018

RE: Ministry Response to the Ombudsman's Report: Evidence Based Approach to Critical Decision Making

The University of Toronto team, led by Dr. Judith Andersen, is pleased to enter into a collaboration with the Ministry of Community Safety and Correctional Services to address recommendation #3 in the 2016 Ombudsman's report regarding the current Ontario Use of Force Model.

Our University of Toronto team will contribute research expertise in the following ways: first, to provide the MCSCS with a representative summary of the scientific literature on critical decision making, as it pertains to policing and use of force; and second, to survey and interview police experts and police officers from services in Ontario to inform the development of a new, evidence-based critical decision making model for Ontario.

All data collected by the University of Toronto team is for the sole purpose of informing MCSCS in their effort to answer the 2016 Ombudsman's report. Data will be gathered in aggregate form, meaning no individual will be identified personally. Data will be kept confidential and protected at the University of Toronto and shared only with MCSCS. All research procedures have been reviewed by the Research Ethics Review Board of the University of Toronto and comply with all federal ethical standards for data collection and protection.

We ask for your assistance with the following:

In order to facilitate the research goals for the MCSCS report, Dr. Andersen or members of her research team will request interviews, conduct surveys, organize focus groups, conduct site visits around Ontario police services to gather expert police guidance and review critical decision making research and model development. We will be sending a survey to your service via the All Chiefs'/Chairs' email to provide you the opportunity to nominate representatives from your service who are experts in training, critical decision making and use of force to be a part of this important effort. Your assistance in providing any relevant information supporting this research is appreciated.

Sincerely,

Judith Andersen, Ph.D.

Associate Professor, Department of Psychology
University of Toronto Mississauga
Affiliated Faculty of Medicine | University of Toronto
E: judith.andersen@utoronto.ca
P: 647-464-6069

**Ministry of Community Safety
and Correctional Services**

Public Safety Division

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

Division de la sécurité publique

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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: **Launch of the Expansion of the Ontario Naloxone
Program to Police Services**

DATE OF ISSUE:	January 26, 2018
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	18-0005
PRIORITY:	Medium

Further to the announcement by Ministers Hoskins and Lalonde on December 7, 2017, and the All Chiefs Memo dated the same day, the Ministry of Health and Long-Term Care (MOHLTC) and the Ministry of Community Safety and Correctional Services are pleased to launch the expansion of the Ontario Naloxone Program (ONP) to include police and fire services. The intent of this expansion is to make naloxone kits available to all police services to prevent overdoses, and potentially to help police in case of exposure to opioids.

Effective **January 29, 2018**, interested police services will be able to contact their local public health unit (PHU) to order naloxone (kits and/or refills). This expansion is available to 61 municipal police services, First Nation police services, and the Ontario Provincial Police.

To enrol in the ONP, police services need to:

- Develop and/or adopt program-related policies and procedures within each service, including policies on how naloxone would be carried, stored and deployed;

- Arrange training and education for officers that will have access to naloxone;
- Contact the appropriate PHU on or after January 29, 2018 to begin the enrollment process;
- Enter into an agreement (e.g. Memorandum of Understanding, Service Level Agreement) with the appropriate PHU;
- Complete a MOHLTC form to confirm enrollment and the number of naloxone kits being ordered;
- Consult with legal counsel and other experts about the use of naloxone to prevent overdoses; and
- Consult with your boards as appropriate.

Please contact the appropriate public health unit to begin the enrollment process on or after January 29, 2018. Refer to the chart, attached, for clarification on which public health unit your police service falls under.

Enrolled police services will be required to report quarterly on their use of naloxone to their local public health unit using a standardized form.

Police services that have already procured naloxone are eligible to apply to the program to receive new supplies of naloxone as needed. The province will not be reimbursing police services for naloxone previously procured.

For further information on the ONP you can visit the MOHLTC website at <https://www.ontario.ca/page/get-naloxone-kits-free>.

Sincerely,



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

Attachment

Appendix A: List of police services (not including First Nation services) by PHU region

Public Health Unit	Police Service
Algoma	Sault Ste. Marie Police Service
Brant County	Brantford Police Service
Chatham-Kent	Chatham-Kent Police Service
Durham	Durham Regional Police Service
Eastern	Cornwall Community Police Service
Elgin-St. Thomas	Aylmer Police St. Thomas Police Service
Grey Bruce	Hanover Police Service Owen Sound Police Service Saugeen Shores Police Service West Grey Police Service
Halton	Halton Regional Police Service
Hamilton	Hamilton Police Service
Hastings Prince Edward	Belleville Police Service
HKPR	Cobourg Police Service Kawartha Lakes Police Service (City of) Port Hope Police Service
Huron	Wingham Police Service
KFLA	Kingston Police
Lambton	Sarnia Police Service
Leeds-Grenville	Brockville Police Service Gananoque Police Service Smiths Falls Police Service
Middlesex-London	London Police Service Strathroy-Caradoc Police Service
Niagara	Niagara Regional Police Service
North Bay Parry Sound	North Bay Police Service West Nipissing Police Service
Northwestern	Dryden Police Service
Ottawa	Ottawa Police Service
Oxford County	Woodstock Police Service
Peel	Peel Regional Police
Perth District	Stratford Police Service
Peterborough	Peterborough Police Service

Public Health Unit	Police Service
Porcupine	Timmins Police Service
Renfrew Country	Deep River Police Service
Simcoe-Muskoka	Barrie Police Service Midland Police Service * South Simcoe Police Service Ontario Provincial Police
Sudbury and District	Espanola Police Service Greater Sudbury Police Service
Thunder Bay and District	Thunder Bay Police Service
Toronto	Toronto Police Service
Waterloo	Waterloo Regional Police
WDG	Guelph Police Service Orangeville Police Service Shelburne Police Service
Windsor-Essex	Amherstburg Police Service LaSalle Police Service Windsor Police Service
York Region	York Regional Police
TOTAL: 36 PHUs	TOTAL: 52 Police Services

** transitioning to OPP*

*** Haldimand-Norfolk and Timiskaming PHUs do not have applicable police services*

**Ministry of Community Safety
and Correctional Services**

Office of the Minister

25 Grosvenor Street
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Fax: 416-325-6067

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

Bureau de la ministre

25, rue Grosvenor
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Tél. : 416-325-0408
Téléc. : 416-325-6067



January 29, 2018

Mr. John Molyneaux
180 John West Way, PH10
Aurora ON L4G 0R3

Dear Mr. Molyneaux:

As you are aware, you were appointed to the Municipality of York Regional Police Services Board until February 1, 2018, at which time your appointment will expire.

Pursuant to subsection 27(10) of the *Police Services Act*, I hereby appoint you to the Municipality of York Regional Police Services Board, effective from the date of this letter, for a period of two months, or until such time as an appointment has been made by OIC, whichever occurs first.

I would like to take this opportunity to thank you in advance for your valuable service to the Municipality of York Regional Police Services Board.

Sincerely,

A handwritten signature in cursive script, reading "M. Lalonde".

Marie-France Lalonde
Minister

**Ministry of Community Safety
and Correctional Services**

Public Safety Division

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

Tel.: 416 314-3079
Fax: 416 314-3092

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

Division de la sécurité publique

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

Tél.: 416 314-3079
Téléc.: 416 314-3092



January 29, 2018

Her Worship Virginia Hackson
York Regional Police Service's Board
17250 Yonge Street,
Newmarket, ON L3Y 4W5

Dear Mayor Hackson:

As you know, the Ministry's Operations Unit supports the delivery of adequate and effective police services in Ontario by conducting inspections and monitoring compliance with applicable legislative and regulatory requirements. The Ministry will be conducting a focused inspection on the Major Case Management (MCM) Regulation, O.R. 354/04.

The MCM Regulation requires that police services undertake and manage major case investigations in accordance with the Ontario MCM Manual and that every police service use the ministry-approved software, PowerCase. The following criteria offences are deemed to be major cases:

- homicides within the meaning of subsection 222 (4) of the Criminal Code (Canada) and attempted homicides,
- sexual assaults, including sexual interference, and attempted sexual assaults, sexual exploitation and invitation to sexual touching,
- non-familial abductions and attempted non-familial abductions,
- missing person occurrences where circumstances indicate a strong possibility of foul play,
- occurrences, involving found human remains, that are suspected to be homicide,
- criminal harassment where the harasser is not known to the victim, and
- any other types of cases designated as a major case pursuant to the Ontario Major Case Management Manual.

The scope of the inspection will be limited to the following three criteria offences:

- homicides within the meaning of subsection 222 (4) of the Criminal Code (Canada) and attempted homicides,
- sexual assaults, including sexual interference, and attempted sexual assaults, sexual exploitation and invitation to sexual touching, and
- criminal harassment where the harasser is not known to the victim.

.../2

As referenced in the All Chiefs Memorandum, 17-0078, the inspection of the MCM Regulation includes a two-pronged approach beginning with a review of closed 2016 investigations entered in PowerCase and analysis of data from the Service's Records Management System (RMS). This work will be done by police officers seconded to the ministry.

Information on the general parameters of the inspection is attached in the Police Service Inspection Program. Included are the following documents:

- Excerpts from the Major Case Manual that will assist you to evaluate the described requirements of the Regulation prior to the on-site phase (Appendices A - C);
- A list of documents, including relevant policies and procedures, that will be required in advance of the on-site phase (Appendix D); and,
- An approval form enabling the Ministry to remotely access the Service's RMS and cases in PowerCase (Appendix E).

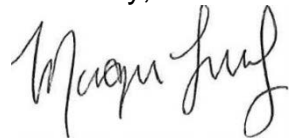
We request you return completed documents outlined in Appendix D and E to the Inspection Lead by Thursday, March 29, 2018, for the purpose of inspection planning.

It would be helpful if an appropriate member of the Service is designated as the Inspection Liaison to act as the primary point of contact for the Inspection Team. Ms. Jeeti Sahota, Police Services Advisor, will lead the inspection and will work with the Service to schedule the on-site phase and coordinate the remote access to the RMS.

The Inspection Team will review the inspection process with the Board and Chief of Police prior to starting work on-site.

Should you have any questions, please contact Jeeti Sahota, Police Services Advisor, at 416-702-4404 or at Jeeti.sahota@ontario.ca.

Sincerely,



Morgan Terry
Manager
Operations Unit, External Relations Branch

Enclosure

c. Jeeti Sahota, Police Services Advisor

APPENDIX A - Police Service Inspection Program – Major Case Management 2018/19**INTRODUCTION**

This standard establishes policies and procedures for the investigation and management of major cases, conducted within a single jurisdiction, or combined as a multi-jurisdictional investigation.

The implementation of the investigative functions contained in this standard are supported and reinforced by the application of the Major Case Management software to ensure the efficient analysis and sharing of data and early identification of linked cases.

This standard describes the selection criteria, reporting relationships, duties and responsibilities for personnel performing case management and other functions within single and multi-jurisdictional major cases.

The Major Case Management system is designed to provide for a flexible, yet standardized, response to major case investigations based on the requirements of the particular case. The circumstances of each major case will dictate the level and extent to which resources will be assigned to each investigative function. The functions may be utilized as an investigative checklist by a Major Case Manager to conduct a systematic and ongoing examination of the circumstances of a case. The objective is to ensure that the police response is commensurate with the requirements of the particular investigation.

POLICIES AND PROCEDURES**Command Triangle**

1. In every threshold major case investigation within a single jurisdiction, a Command Triangle shall be formed, consisting of the functions and responsibilities of Major Case Management, Primary Investigation, and File Coordination.
2. In every linked multi-jurisdiction major case investigation, a Command Triangle shall be formed, consisting of the Multi-jurisdictional Major Case Manager and the Command Triangles of the police services involved. The Multi-jurisdictional Major Case Manager shall consider blending the existing Command Triangles.
3. In a large or complex investigation, the investigative functions including Major Case Management, Primary Investigation and File Coordination may be performed by different individuals. Alternatively, in a small or less complex investigation, one person may be responsible for more than one function.

Major Case Management

1. In every threshold major case, a Major Case Manager, who is responsible for the effective governance of the investigation, shall be assigned to undertake the following major case management functions and responsibilities:
 - a) assume overall responsibility and accountability for the investigation;
 - b) determine strategies regarding the direction, speed and flow of the investigation;
 - c) maintain thorough and complete investigative notes;
 - d) upon notification of any potential linkage between major cases identified through any investigative technique or process, shall, as soon as possible, ensure the linkage is investigated;
 - e) if there is a reasonable likelihood that the same person(s) has committed the crime(s) within a single or multi-jurisdiction shall, within seven days, notify the Serial Predator Crime Investigations Coordinator;
 - f) identify, acquire and deploy necessary investigative and support resources;
 - g) in consultation with officers performing primary investigation and file coordination functions, develop investigative strategies and ensure the implementation of those strategies;
 - h) ensure all necessary investigative functions are conducted;
 - i) ensure compliance with the Ontario Major Case Management Manual for threshold major cases and, where applicable, non-threshold major cases;
 - j) ensure adherence to prescribed reporting and communication procedures;
 - k) facilitate a case conference at the earliest stage of the investigation involving different disciplines, where applicable;
 - l) when appropriate, request the assignment of a scientific advisor from the Centre of Forensic Sciences;
 - m) ensure a detailed chronology of the investigation is maintained;
 - n) liaise with the Office of the Chief Coroner, Ontario Forensic Pathology Service, Centre of Forensic Sciences and representatives from other disciplines and agencies, as required;
 - o) in consultation with the primary Investigator, liaise with the Crown Attorney on matters as required relating to search and seizure, evidence gathering, use of electronic surveillance, recording of interviews, use of undercover operations, use of agents or informers, charging decisions and disclosure issues;
 - p) establish and participate as a member of the Investigative Consultant Team, as required;
 - q) ensure that all involved criteria offences are reported to ViCLAS in accordance with *Ont. Reg. 550/96* pursuant to the *Police Services Act*;
 - r) assign victim liaison; and,
 - s) assign media liaison.
2. The Major Case Manager may authorize another member of the Investigative Team or a designated member of the police service to speak to the media.

3. In multi-jurisdictional major case investigations, the Major Case Manager shall:
 - a) meet daily, or as required, with the Multi-jurisdictional Major Case Manager to obtain information for briefing the Major Case Manager's investigative team;
 - b) in consultation with the Multi-jurisdictional Major Case Manager liaise with the Crown Attorney, Office of the Chief Coroner, Ontario Forensic Pathology Service, Centre of Forensic Sciences and representatives from other disciplines and agencies, as required; and,
 - c) participate as a member of the Investigative Consultant Team, as required.
4. The Major Case Manager shall have the knowledge, skills and abilities to perform the functions outlined in sections 1 to 3.
5. The Major Case Manager shall have successfully completed the Ontario Major Case Management Course or equivalent, as defined by the Ontario Police College.
6. The Major Case Manager shall have the resources to manage investigations through the ministry-approved software.

Primary Investigation

1. In every threshold major case, a Primary Investigator shall be selected and assigned by the Major Case Manager to undertake the following functions and responsibilities:
 - a) report directly to the Major Case Manager;
 - b) report as soon as possible any potential linkage to the Major Case Manager;
 - c) identify the human and material resources required to conduct the type of investigation and advise the Major Case Manager;
 - d) audit, review and communicate all investigative information relevant to the investigation through regular meetings/briefings to the Investigative Team;
 - e) maintain appropriate scheduling of the Investigative Team;
 - f) assign duties, authorities and responsibilities to personnel within the Investigative Team commensurate with their skills, experience and training;
 - g) in consultation with the Major Case Manager, control the direction, speed and flow of the investigation;
 - h) provide clear, concise instructions on job duties to all personnel;
 - i) ensure actions are generated and completed in a timely fashion;
 - j) ensure all persons submitting exhibits to forensic testing facilities provide status reports every 30 days;
 - k) in consultation with the File Coordinator ensure the preparation and maintenance of the detailed chronology of the investigation;
 - l) participate as a member of the Investigative Consultant Team, as required;
 - m) in consultation with the File Coordinator maintain meeting/briefing minutes; and,
 - n) in consultation with the Command Triangle ensure each tip/message is prioritized for action and investigated.
2. The officer who performs a primary investigation function shall have the knowledge, skills and abilities to perform the functions outlined in section 1.

3. The officer who performs a primary investigation function shall have successfully completed the Ontario Major Case Management Course or equivalent, as defined by the Ontario Police College.
4. The officer who performs a Primary Investigator function shall have received training on the ministry-approved software in fulfilling their functions and responsibilities.

File Coordination

1. In every threshold major case, a File Coordinator shall be selected and assigned by the Major Case Manager to undertake the following file coordination functions and responsibilities:
 - a) report to the Major Case Manager;
 - b) scrutinize all documents received during the investigation to ensure their quality and completeness;
 - c) report any potential linkage to the Major Case Manager;
 - d) ensure all investigative information is researched, indexed, and cross-referenced by a person who has successfully completed the Ontario Major Case Management Software Course or equivalent, as defined by the Ontario Police College;
 - e) implement standards and controls for the file coordination system;
 - f) create and maintain the detailed chronology of the investigation, in consultation with the Primary Investigator;
 - g) the File Coordinator shall maintain meeting/briefing minutes through consultation with the Primary Investigator;
 - h) ensure the appropriate security of all records and information;
 - i) ensure classification and dissemination of records in accordance with established policy or directions received from the Major Case Manager;
 - j) ensure all investigative information is entered and maintained in the ministry-approved software;
 - k) participate as a member of the Investigative Consultant Team, as required;
 - l) maintain minutes of the Investigative Consultant Team meetings in the records of the investigation; and,
 - m) select and assign data entry personnel whose duties may include: report to and follow the directions of the File Coordinator; input data arising out of the investigation; ensure the information submitted for data entry is complete and is consistent; identify and report immediately any inconsistencies observed in information from different sources to the File Coordinator.
2. The officer performing a file coordination function shall have the knowledge, skills and abilities to perform the functions outlined in section 1.
3. The officer shall have successfully completed the Ontario Major Case Management Course or equivalent, as defined by the Ontario Police College.

Search Warrant Coordination

1. In every threshold major case, the duties of a Search Warrant Coordinator may be assigned by the Primary Investigator to undertake the following search warrant coordination functions and responsibilities as required:
 - a) report directly to the Primary Investigator;
 - b) be responsible for the preparation of, or supervise the person(s) responsible for, the preparation of consent authorizations and all judicial authorizations;
 - c) ensure that, when judicial authorizations to intercept private communications are required, a qualified member of the Investigative Team prepares the documents and liaises closely with the Crown Attorney designated as agent for the Attorney General;
 - d) be responsible for diary dates relating to returns and detention orders;
 - e) maintain current versions of computerized search and seizure forms;
 - f) utilize the contents of the detailed investigation chronology, in consultation with members of the Command Triangle, in the preparation of search warrant documents and judicial authorizations;
 - g) communicate closely with the Command Triangle regarding search warrant documents required to be sealed;
 - h) maintain a close working relationship with the Command Triangle and the File Coordinator in particular;
 - i) liaise with the Scene Investigator and Forensic Identification Officer regarding details to be included in search warrant documents regarding the crime scene(s) or specialized investigative techniques; and,
 - j) liaise with a Crown Attorney on legal issues, as required, including:
 - i) identification of the elements of offence(s) under investigation;
 - ii) sufficiency of reasonable grounds in support of search warrant applications;
 - iii) use of information attributed to informers and/or agents;
 - iv) connection between item(s) being sought and location(s) to be searched; and,
 - v) any other complex legal issues related to the gathering of evidence.
2. The officer who performs a search warrant coordination function shall have the knowledge, skills and abilities to perform the functions outlined in section 1.

Media Liaison

1. In every threshold major case, a member of the police service shall be selected and assigned by the Major Case Manager or Multi-jurisdictional Major Case Manager to undertake the following Media Liaison(s) functions and duties as required:
 - a) report to the Major Case Manager in a single jurisdiction investigation the Multi-jurisdictional Major Case Manager in a multi-jurisdictional investigation;
 - b) be available to attend at all active scenes, and be available daily at the Command Post for briefings;
 - c) in consultation with the Command Triangle, prepare the content of releases to the news media (including answers to anticipated questions);

- d) obtain approval for all media releases from the Major Case Manager or Multi-jurisdictional Major Case Manager;
 - e) manage and control all media releases;
 - f) liaise directly with the Major Case Manager or Multi-jurisdictional Major Case Manager on matters concerning written releases, media enquiries, problems involving media personnel, or procedures;
 - g) meet with the media when and where as necessary;
 - h) collect all media releases and reports in any medium and forward same to the File Coordinator; and,
 - i) work with the media.
2. The individual who performs a media liaison function shall have the knowledge, skills and abilities to perform the functions outlined in section 1.

Victim Liaison

1. In every threshold major case, a Victim Liaison Officer (includes civilian member) shall be selected and assigned by the Major Case Manager or Multi-jurisdictional Major Case Manager, in consultation with other members of the Command Triangle, to undertake the following victim liaison functions and duties:
- a) report to the Major Case Manager in a single jurisdiction investigation or the Multi-jurisdictional Major Case Manager in a multi-jurisdictional investigation;
 - b) immediately liaise with the victim(s) or other individual(s) and maintain consistent contact and support throughout the investigative and judicial process;
 - c) control all information released by the investigative team to the victim, family, and close associates and ensure they are treated with sensitivity;
 - d) ensure all information releases to the general public are preceded by similar releases to the victim;
 - e) without jeopardizing any investigative strategy, discuss the need and the rationale for public information releases;
 - f) ensure all information releases to the victim are authorized by the Major Case Manager or Multi-jurisdictional Major Case Manager;
 - g) ensure sufficient security arrangements and personnel are in place to provide appropriate protection to victims;
 - h) assist victims in obtaining support, assistance, referrals and compensation;
 - i) work closely with the appropriate support service liaison or Victim/Witness Assistance Program personnel to ensure the appropriate and consistent treatment and consideration of victims and their families (during and following the investigation); and,
 - j) ensure victims/witnesses are informed of the case status, bail conditions, court dates, final disposition, etc.
2. The officer performing a victim liaison function shall have the knowledge, skills and abilities to perform the functions outlined in section 1.

3. Given the duties may be prolonged and possibly continue after all court action has been completed, the officer, who performs a victim liaison function, shall, when necessary and circumstances permit, be prepared to commit to this function for a number of months or years or, if necessary, until a suitable replacement is obtained.

Interviewing

1. In every threshold major case, an Interviewer(s) shall be selected and assigned by the Primary Investigator to undertake the following interviewing functions and duties as required:
 - a) report directly to the Primary Investigator;
 - b) conduct interviews of witnesses, suspect(s) etc., as assigned;
 - c) provide the File Coordinator with all documentation concerning interviews conducted;
 - d) where practicable, prior to any interview, de-brief any member of the Investigative Team who may be able to provide information relevant to the interview;
 - e) where practicable, review all documentation relevant to the interview in preparation for the interview;
 - f) provide a detailed summary of all interviews, ensuring that all investigative information is captured (names, personal identifiers, vehicles, locations, events – including dates, times, and objects); and,
 - g) in consultation with the Primary Investigator and File Coordinator, develop appropriate interviewing strategies that will maximize the value of information and evidence obtained from interviews.
2. The officer performing an interviewing function shall be selected and appointed on the basis of the investigative and evidentiary requirements of the case and the individual to be interviewed, and shall have the knowledge, skills and abilities to perform the functions outlined in section 1.

Scene Investigation

1. In every threshold major case, a Scene Investigator shall be selected and assigned by the Primary Investigator, as required, to undertake the following scene investigation duties and functions:
 - a) report directly to the Primary Investigator;
 - b) identify and assess the scene and implement crime scene control and health and safety procedures in consultation with the Primary Investigator, Major Case Manager and Forensic Identification Officer(s);
 - c) in consultation with the Command Triangle and Forensic Identification Officer(s), develop a scene investigation plan that includes the following at minimum:
 - i) areas to be searched;
 - ii) items to be searched for;
 - iii) specialized investigative techniques/equipment to be employed;
 - iv) sequence of examinations;
 - v) personnel requirements;
 - vi) potential hazards; and,
 - vii) legal search requirements.

- d) ensure a crime scene continuity register is maintained;
 - e) oversee the activities of the search team in identifying, cataloguing, and documenting seized items and preserving/recording details of the scene, regardless of whether immediate relevance to the investigation is established;
 - f) issue clear, concise directions in matters of:
 - i) security;
 - ii) confinement of suspect(s);
 - iii) delegation of duties (pending approval by Primary Investigator); and,
 - iv) protection from health hazards.
 - g) make recommendations to the Primary Investigator regarding additional resources such as:
 - i) forensic specialists;
 - ii) experts; for example, civilian search organizations, anthropologists, archaeologists, botanists, knot specialists, forensic odontologists, arson investigators from the Office of the Fire Marshal, etc.;
 - iii) police canine services;
 - iv) supplies and equipment for crime scene personnel; and,
 - v) secondary search teams.
 - h) liaise with the Search Warrant Coordinator regarding the requirements for judicial authorization, items to be searched for, and offences that may have been committed;
 - i) ensure search warrants for the crime scene are obtained in accordance with the *Charter of Rights and Freedoms*, case law and statute law;
 - j) on the authority of the Major Case Manager, release the scene in consultation with the Command Triangle and Forensic Identification Officer(s), only after ensuring that all practicable search methods and investigative techniques in relation to the scene have been exhausted; and,
 - k) ensure personnel are deployed to maintain security of the scene and provide appropriate instruction to such personnel.
2. The officer performing a scene investigation function shall have the knowledge, skills and abilities to perform the functions outlined in section 1.

Forensic Identification

1. In every threshold major case, a Forensic Identification Officer shall be selected and assigned by the Forensic Identification Supervisor to undertake the following forensic identification functions and duties:
- a) report directly to the Primary Investigator or designate;
 - b) work in close cooperation with the Scene Investigator and liaise with the Primary Investigator;
 - c) photograph and video record all homicide scenes;
 - d) consider photographing and video recording other major case crime scene(s) depending on the complexity of the case and the nature of the scene;
 - e) observe and/or photograph/video record exhibits;
 - f) identify and sort the exhibits and photographs;

- g) make observations and notes which relate the position of the exhibit to the focal point of the scene;
 - h) take measurements, where necessary, suitable for a plan drawing;
 - i) record time, date, location, description and number for each exhibit;
 - j) coordinate the marking of the exhibit, container, etc. with initials, number and date, accompanied by the notes of the Scene Investigator;
 - k) secure and preserve all exhibits against loss, contamination, deterioration, theft, or other detriment;
 - l) contact the Centre of Forensic Sciences or other forensic testing facilities regarding the status of exhibits submitted by the Forensic Identification Officer(s) at least every 30 days and report the results of the contacts to the Command Triangle;
 - m) when forensic testing results are obtained in writing, compare the results against requested examinations;
 - n) in consultation with the Scene Investigator, issue clear, concise directions in matters relating to search patterns and protection from health hazards; and,
 - o) when delegating duties, provide adequate instruction and ensure compliance with appropriate standards and practices.
2. A Scenes of Crime Officer may undertake the duties of a Forensic Identification Officer in any major case other than homicide, when the Primary Investigator, in consultation with the Forensic Identification Officer, determines that the Scenes of Crime Officer is qualified to conduct the required tasks.
3. A Scenes of Crime Officer shall have successfully completed the required training or have equivalent qualifications and skills as approved by the ministry.
4. The officer, who performs a forensic identification function, shall have successfully completed the required training or have equivalent qualifications and skills.
5. The officer, who performs a forensic identification function, shall have reviewed the tombstone elements of judicial authorizations (search warrants) and any endorsements where applicable. Tombstone elements include but, are not restricted to, Items to be searched for, location(s) to be searched, grounds to believe that the items searched for will be found at the location(s) searched and that the items will afford evidence of a crime.

Field Investigation

1. In every threshold major case, a Field Investigator shall be selected and assigned by the Primary Investigator based on the nature of the investigation and the experience of the person to undertake the following functions and duties:
- a) report directly to the Primary Investigator;
 - b) perform investigative duties assigned by the Primary Investigator;
 - c) perform various non-investigative duties in support of the Investigative Team; and,
 - d) prepare and forward reports as required by the Primary Investigator.

Canvass Coordination

1. In every threshold major case, a Canvass Coordinator may be selected and assigned by the Primary Investigator to undertake the following canvass coordination functions and duties:
 - a) report to the Primary Investigator;
 - b) map out the area to be canvassed in conjunction with the Primary Investigator;
 - c) establish a Canvass Command Post, taking into account the location, nature and extent of the canvass;
 - d) secure adequate resources for the canvass;
 - e) consult with the Primary Investigator on the types of questions to be asked during the canvass;
 - f) brief canvass personnel on the types of questions to ask and the types of information to be collected, emphasizing that any person interviewed during the canvass may become a suspect(s);
 - g) ensure appropriate canvass forms are used, taking into account the nature and extent of the canvass; and,
 - h) liaise with canvass personnel to determine necessary follow-up activity.
2. The officer performing a canvass coordination function shall have the knowledge, skills and abilities to perform the functions outlined in section 1.

Multi-jurisdictional Major Case Manager

1. In addition to the investigative functions and responsibilities of a Major Case Manager in a single jurisdiction investigation, the Multi-jurisdictional Major Case Manager shall undertake the additional functions and duties assigned to the case manager as follows:
 - a) report to the Joint Management Team as required regarding the overall direction and management of the investigation and decisions to change investigative strategies or directions;
 - b) at the commencement of a multi-jurisdictional major case investigation, consult with the Joint Management Team to establish the need for an Investigative Consultant Team, and meet as a member of the Investigative Consultant Team as required;
 - c) at the earliest opportunity, consider the need for a case conference involving representatives from identified stakeholders (e.g., Centre of Forensic Sciences, Office of the Chief Coroner, Ontario Forensic Pathology Service, other expert forensic resources, Crown Attorney, Behavioural Sciences and Analysis Section and involved police services) to review the known facts of the case from an inter-disciplinary perspective to develop protocols, for the processing of forensic exhibits, and to gather expert input to assist the Multi-jurisdictional Major Case Manager in developing an investigative plan;
 - d) assume overall control, responsibility and accountability for the direction, speed and flow of the linked multi-jurisdictional major case investigations, and any related cases to which he/she is assigned;
 - e) if at any time during the multi-jurisdiction investigation, there is any potential linkage identified through any triggering mechanism between the major cases under investigation and any other major case outside of the investigation, ensure the linkage is investigated as soon as possible;
 - f) if there is a reasonable likelihood that the same person(s) has committed the additional reported major case(s), then the Serial Predator Crime Investigations Coordinator shall be notified within seven days;
 - g) address investigative issues, strategies, policy issues and problem areas to ensure the effective management of the overall investigation is consistent with major case management standards;
 - h) in consultation with the members of the respective Command Triangle(s) of the linked investigations, identify and obtain the necessary human and material resources;
 - i) in consultation with the Major Case Managers of the linked investigations, liaise with the Crown Attorney on matters as required;
 - j) in consultation with the members of the respective Command Triangle(s) of the linked investigations, develop an operational plan to be approved by the Joint Management Team;
 - k) where necessary, in consultation with the Serial Predator Crime Investigations Coordinator, prepare a request for provincial funding;
 - l) ensure adherence to the Ontario Major Case Management Manual by all members of the Investigation Teams;
 - m) ensure duplication of effort and counterproductive interference are eliminated;
 - n) ensure detailed written progress updates, reports and briefing notes are prepared;
 - o) ensure the detailed investigation chronology is prepared and maintained by the File Coordinator(s) in consultation with the Primary Investigator(s);

- p) ensure that detailed and accurate financial records pertaining to the investigation are maintained and reported in accordance with established funded joint forces operation procedures;
 - q) coordinate the preparation of comprehensive court briefs;
 - r) participate in a case review or operational de-briefing for the purpose of making recommendations relating to the direction, speed and flow of the investigation; and,
 - s) participate in a case review, or operational de-briefing, convened by the Serial Predator Crime Investigations Coordinator, to review the concluded investigation(s).
2. The Multi-jurisdictional Major Case Manager shall have the knowledge, skills and abilities to perform the functions outlined in section 1.
 3. The Multi-jurisdictional Major Case Manager shall:
 - a) be appointed by the Joint Management Team;
 - b) have experience as a major case manager in homicide and/or sexual assault investigations;
 - c) have experience directly relating to the nature of the crime(s) under investigation;
 - d) have successfully completed the Ontario Major Case Management course;
 - e) be an active member of the provincial Multi-jurisdiction Major Case Management resource pool; and,
 - f) have successfully completed the ministry-approved Multi-jurisdictional Major Case Management course or equivalent.

Criteria and Activation

1. The following criteria must be met for a case to be a multi-jurisdictional investigation:
 - a) two or more police services working on independent major case investigations establish a link; and,
 - b) a reasonable likelihood exists that the same person(s) has committed the crimes.
2. Once the criteria in section 1 have been met, the Major Case Managers shall, within seven days, notify the Serial Predator Crime Investigations Coordinator.
3. In every multi-jurisdictional investigation, a Joint Management Team shall be formed comprising representatives from senior management of each involved service. The Joint Management Team shall meet with the involved Major Case Managers and the Serial Predator Crime Investigations Coordinator.
4. The Joint Management Team shall appoint a Multi-jurisdictional Major Case Manager. A Command Triangle shall be formed consisting of the Multi-jurisdictional Major Case Manager and the Command Triangles of the police services involved. Large or complex investigations may require the Multi-jurisdictional Major Case Manager be dedicated full-time to the investigation.

5. The Joint Management Team shall consider the need to integrate the linked investigations. If two or more investigations are integrated, the Multi-jurisdictional Major Case Manager shall consider blending the existing command triangles.
6. The Major Case Managers, Victim Liaison(s) and Media Liaison(s) functions within each linked investigation shall report directly to the Multi-jurisdictional Major Case Manager.
7. Where deemed necessary, the Major Case Management Executive Board shall review the appointment of the Multi-jurisdictional Major Case Manager. The Major Case Management Executive Board may appoint a Multi-jurisdictional Major Case Manager from the provincial pool after consideration of all relevant factors, including:
 - a) the nature of the offences;
 - b) scope and complexity;
 - c) number of victims;
 - d) time frame;
 - e) likelihood of escalation;
 - f) the involved police services' degree of compliance with the Major Case Management System; and,
 - g) the suitability of the incumbent Multi-jurisdictional Major Case Manager.

Joint Management Team

1. A Joint Management Team shall be formed, comprised of representatives from the involved police services and other disciplines as appropriate, to undertake the following functions and duties:
 - a) upon confirmation of a multi-jurisdictional investigation, meet with the involved Major Case Managers and the Serial Predator Crime Investigations Coordinator to appoint a Multi-jurisdictional Major Case Manager;
 - b) at the commencement of a multi-jurisdictional major case investigation, consult with the Multi-jurisdictional Major Case Manager to establish an Investigative Consultant Team;
 - c) determine the frequency of reviews of the investigation by the Investigative Consultant Team;
 - d) monitor the expenditure, financial accountability and cost effectiveness of the investigation;
 - e) provide general oversight of the investigation without participating in investigative decisions unless they involve a major change of direction or policy;
 - f) authorize additional resources;
after consultation with the Multi-jurisdictional Major Case Manager, termination of the investigation;
 - h) review the progress of the investigation and audit reports submitted by the Multi-jurisdictional Major Case Manager, which shall be retained in the records of the investigation;

- i) provide advice and support to the investigation and facilitate its progress;
- j) consult with the Serial Predator Crime Investigations Coordinator throughout the investigation; and,
- k) ensure the minutes of Joint Management Team meetings are retained in the records of the investigation.

Investigative Consultant Team

1. The Investigative Consultant Team shall perform the following functions and duties:
 - a) meet to review the investigation as required or by the Joint Management Team; and,
 - b) provide support to the Multi-jurisdictional Major Case Manager, through guidance, assistance and support.
2. Members of the Investigative Consultant Team shall be assigned on the basis of the knowledge, experience and expertise specific to the investigation.
3. Membership on the Investigative Consultant Team will be dependent on the requirements of the investigation, but consideration shall be given to include representatives from:
 - a) Centre of Forensic Sciences;
 - b) Office of the Chief Coroner;
 - c) Office of the Crown Attorney;
 - d) Forensic Pathology Service;
 - e) forensic psychiatry; and,
 - f) any other discipline that can provide value to the investigation.

APPENDIX B - Police Service Inspection Program – Major Case Management 2018/19**INTRODUCTION**

This standard addresses the collection, classification, prioritization and flow of investigative information for threshold major cases. The standard also addresses the classification of suspect(s) for the purpose of investigating suspect(s) to the point at which the individual can be confidently eliminated as a suspect or prioritized for probability in the interests of effective and efficient allocation of investigative resources.

POLICY AND PROCEDURES

1. Following the receipt of investigation information, background inquiries shall be conducted.
2. The investigative information and results of the inquiries shall be forwarded to the Command Triangle.
3. When a person of interest is identified, steps shall be taken to ensure a thorough investigation of that individual.
4. If an individual is identified as a suspect, the Command Triangle shall ensure a thorough and complete investigation is conducted. The suspect shall be prioritized as high, medium or low based on the following criteria:
 - a) existence and extent of corroborating evidence;
 - b) reliability of investigative information;
 - c) number of references to the same person;
 - d) existence of motive;
 - e) existence of opportunity;
 - f) relationship to the victim; and,
 - g) background of the suspect.
2. All Actions shall be recorded in the ministry-approved software.
6. The Command Triangle shall prioritize all actions as high, medium or low based on the following factors:
 - a) risk to public safety;
 - b) potential for loss of evidence;
 - c) availability of the source/subject of the information;
 - d) number of references to the same information;
 - e) specificity of the information;
 - f) whether the source of the information is known or anonymous;
 - g) seriousness of the offence, and,
 - h) reliability of the source, if known.
7. In relation to all other investigative information, the information management cycle shall continue until the Command Triangle determines:
 - a) that all relevant investigative avenues have been exhausted; or,
 - b) that no further follow-up is required.

APPENDIX C - Police Service Inspection Program – Major Case Management 2018/19

INTRODUCTION

The purpose of this standard is to identify the data entry requirements for the ministry-approved software for both threshold and non-threshold major cases. The maintenance of these standards will ensure the integrity of the case management investigative data and the triggering database.

POLICY AND PROCEDURES

1. All investigative information shall be entered in the software within 30 days of receipt of the information. In the situation where an investigation has been reclassified as a major case, then all investigative information shall be entered in the software as soon as resources allow.
2. Tombstone information shall include, but is not limited to, the following relevant information: full name(s), alias(es), date of birth, personal descriptors, telephone number(s), address(es), unique identifier (e.g., driver's licence), vehicle(s), and a detailed summary of the investigation.
3. The entry of cases that have been reported prior to the installation of the ministry-approved software at the police service of jurisdiction may be entered in the software at the discretion of the Major Case Manager.
4. Command Triangle personnel shall consider the privilege attached to the identity of confidential informants. Personal information or information that, by reason of its exclusivity would tend to identify a confidential informant, should not be entered into the incident database, notwithstanding the necessity to disclose certain information to the Crown Attorney, once judicial proceedings are commenced or until such time as the case is declared inactive and the case file is archived.
5. Command Triangle personnel shall consider the security of agents and undercover police officers utilized during an investigation. Personal information or information that by reason of its exclusivity would tend to identify an agent or undercover police officer should not be entered into the incident database, notwithstanding the necessity to disclose certain information to the local Crown Attorney, once judicial proceedings are commenced or until such time as the case is declared inactive and the case file is archived.

Threshold Major Cases

1. For threshold major cases, the following procedures shall be followed:
 - a) all investigative information shall be entered, indexed, researched, and cross-referenced into the ministry-approved software; and,
 - b) the File Coordinator shall ensure the investigative information entered into the ministry-approved software is filed within the appropriate document.

Non-Threshold Major Cases

1. For non-threshold major cases, tombstone information shall be entered, indexed, researched and cross-referenced into the ministry-approved software:
 - a) a summary of the offence providing the date and time, location and circumstances;
 - b) the name and personal identifiers of the victim;
 - c) the name and personal identifiers of the accused, suspect or person of interest; and,
 - d) any other relevant investigative information that may, in the opinion of the Case Manager, assist in the early detection of serial or predatory behaviour; and where there is evidence of serial or predatory behaviour, the data entry standard for threshold cases shall be implemented.

Data Entry Standard Exceptions to Threshold Major Cases

1. The data entry requirements for a non-threshold major case as indicated in sections 1 (a) to (d) above may be used in the following situations:
 - a) sexual assaults including sexual interference, and attempted sexual assaults, sexual exploitation and invitation to sexual touching with a known suspect when the conduct is not predatory or serial in nature and any of the following circumstances are present:
 - i) the victim and suspect are in a familial relationship including genealogical blood lines or common-law union, and shall include adoptive parents/siblings, step parents/siblings and legal guardians;
 - ii) the victim and suspect have a previous relationship;
 - iii) the case involves historical sexual offences (e.g., an offence reported over a year after having been committed);
 - iv) any sexual assault where a suspect has been identified and arrested within 14 days; and,
 - v) sections (a) (i) to (a) (iv) do not apply in cases which are deemed to be predatory or serial in nature.
 - b) in homicide investigations, including attempts where:
 - i) the victim and suspect were in a familial relationship including genealogical blood lines or common-law union, and shall include adoptive parents/siblings, step parents/siblings and legal guardians; and/or,
 - ii) the suspect has been arrested and identified within 14 days or is deceased;
 - iii) sections (b) (i) and (b) (ii) do not apply in cases which are deemed to be predatory or serial in nature.

Appendix D – Information Provision Schedule

Major Case Management			
Policy and Procedure	Advance	Arrival	Request
<ul style="list-style-type: none"> Board policies with respect to major cases in accordance with the Ontario Major Case Management Manual (O. Reg. 354/04). Chief procedure on undertaking and managing investigations into major cases in accordance with the Ontario Major Case Management Manual. (O. Reg. 354/04). Chief procedure on the investigation of homicides within the meaning of subsection 222 (4) of the Criminal Code (Canada) and attempted homicides. Chief procedure on sexual assaults, including sexual interference, and attempted sexual assaults, sexual exploitation and invitation to sexual touching. Chief procedure on criminal harassment where the harasser is not known to the victim Other policies and/or procedures relevant to the above topics or content of the Ontario Major Case Management Manual. 	X X X X X		X

Records Management System (RMS)			
RMS	Advance	Arrival	Request
List of Occurrences:: <ul style="list-style-type: none"> A list of all major cases in the inspection scope that occurred in 2016 that have been concluded. The list is to include the following fields; <ul style="list-style-type: none"> Occurrence type Occurrence number Date and time of occurrence or range Location of the occurrence (City/Town/Village) Status of the investigation <ul style="list-style-type: none"> Complete - solved (non-criminal) Complete - Unsolved Unfounded Cleared by charge Cleared other 	X		

Appendix D – Information Provision Schedule

Training Records <ul style="list-style-type: none">• Copy of training records in accordance with the Ontario Major Case Management Manual (O. Reg. 354/04).			X
Other <ul style="list-style-type: none">• Documents identified as relevant to the investigation of major cases during the on-site phase of the inspection.			X



Police Service Inspection Program Major Case Management

2018/2019

Structure and Preparation

This document is provided to assist boards and police services in preparation for an upcoming inspection by the Ministry of Community Safety and Correctional Services. Please contact your assigned Police Services Advisor if there are any additional questions about the inspection program.

Ministry of Community Safety and Correctional Services

The statutory responsibilities of the Minister of Community Safety and Correctional Services (the Minister) in relation to policing are set out in section 3 of the *Police Services Act (PSA)*. Included are requirements that the Minister shall:

- monitor police forces to ensure that adequate and effective police services are provided at the municipal and provincial levels;
- develop and promote programs to enhance professional police practices, standards and training;
- conduct a system of inspection and review of police forces across Ontario;
- assist in the co-ordination of police services;
- provide information and advice respecting the management and operation of police forces;
- issue directives and guidelines on policy matters; and
- develop and promote programs for community-oriented police services.

Public Safety Division

Within the Ministry of Community Safety and Correctional Services (the ministry), the Public Safety Division provides leadership and collaborates with stakeholders to:

- promote community safety and crime prevention;
- provide and support training, education, and professional development;
- develop and monitor professional standards and policies in support of legislation;
- ensure compliance through monitoring, advice, and inspections;
- regulate and support the private investigation and security industry;
- provide scientific laboratory services in support of the administration of justice and public safety programs; and
- enhance and support provincial intelligence operations.

Ontario Major Case Management Manual (OMCM)

The OMCM Manual and the standards contained within, is one of the mechanisms by which the Minister meets the statutory requirements set in section 3(2) of the *Act*. In particular, the standards:

- set out the ministry's position in relation to policy matters;
- provide information and advice regarding the management and operation of major case investigations by police forces;

- promote the inter-disciplinary approach to major case investigations; and,
- promote professional police practices, standards and training.

The standards are also one of the primary tools to assist police services boards and chiefs of police with their understanding and implementation of the *Regulation* of the Major Case Management system.

Inspection Program and Standards

The Police Service Inspection Program, carried out by the Operations Unit, is another mechanism used by the ministry to meet the statutory requirements set out in the *PSA*.

Inspections are conducted to determine compliance with the requirements set out in the *PSA* and its regulations. Inspections are also conducted to determine the extent to which police services boards and chiefs of police have adopted the policies, procedures and practices recommended by the Ministry. Lastly, practices required by local policy and procedure are examined to verify actual service delivery.

Inspection standards relevant to the current scope are derived from:

1. legislation, such as the *Police Services Act* and the *Criminal Code*;
2. *PSA* regulations, such as the *Major Case Management* and *Adequacy and Effectiveness of Police Services*;
3. the Ontario Major Case Management Manual; and
4. generally accepted good practices and management principles, directions relating to new initiatives, and other relevant criteria.

Inspection Scope

The Ministry will be conducting a focused inspection on the Major Case Management (MCM) Regulation, O.R. 354/04.

The MCM Regulation requires that police services undertake and manage investigations into major cases in accordance with the Ontario Major Case Management Manual (OMCM) and that every police service use the ministry-approved software, PowerCase. The inspection scope is limited to investigations of the following criteria offences (Appendices A - C):

- homicides within the meaning of subsection 222 (4) of the *Criminal Code* (Canada) and attempted homicides,
- sexual assaults, including sexual interference, and attempted sexual assaults, sexual exploitation and invitation to sexual touching,
- criminal harassment where the harasser is not known to the victim.

The scope is further limited to events that occurred and were closed in 2016.

Inspection Phase 1 – Assessment and Planning

An initial step in the inspection process is the review of closed occurrences within the local Records Management System (RMS) and the investigative data entered into the ministry approved software, PowerCase for 2016. In order to leverage technology to create efficiencies and limit disruptions for police services during the inspection process, the ministry will be requesting remote access to police services' RMS to conduct the initial data query and analysis. To facilitate this, the ministry will consult with your Service to determine the most appropriate method to provide remote access while ensuring your security requirements are met.

The preliminary data review and analysis by the Inspection Team will assist with the development of work plans and occur prior to the examination of practices during the on-site phase. Policy and procedure documents and relevant reports should be provided by March 29, 2018.

The Inspection Team will provide the Board and Chief with an overview of the proposed work plan prior to the on-site work.

The included inspection tools will assist boards and chiefs of police in a review of policy, procedure and practices within the inspection scope. The Operations Unit requests that the Service submit the requested information to further assist with inspection planning prior to the on-site phase.

Inspection Phase 2 - On-Site Examination

Inspection scheduling is arranged after consultation with chiefs of police. Ministry priorities, local circumstances and inspection intervals are considered. The ministry will provide written notification of a scheduled inspection.

The Operations Unit highly recommends the designation of an appropriate staff member as the Inspection Liaison. The Inspection Liaison will be expected to ensure that relevant information, records and data are provided and that staff are available to the Inspection Team. Appendix D describes information and sources to be examined during the inspection and outlines a schedule for provision – advance, on arrival or by request only. Access to original documents when on-site may be required.

Practices are examined through observations, record reviews, data analysis and staff interviews. Regular updates are provided to the Chief and appropriate staff. The Inspection Team will make findings and, where required, provide recommendations to the Board and Chief with the goal of improving the delivery of police services. An oral briefing will be provided to the Board and Chief at the conclusion of the on-site phase.

The Inspection Team will need the following administrative support:

- unrestricted access to police buildings and offices relevant to the inspection;
- dedicated office space;
- access to a copier and paper shredder; and
- parking.

It is strongly recommended that the Chief distribute a notice informing all members that ministry Police Services Advisors are on-site for the purpose of conducting an inspection in accordance with the *Police Services Act*.

Inspection Phase 3 - Reporting and Response

Inspection findings and recommendations are set out in a written report. The Chief will receive a draft report for the purpose of identifying and responding to factual errors. The final report will be completed approximately eight weeks after the conclusion of the on-site phase. A service improvement plan will also be provided to assist with managing the implementation of any recommendations.

The inspection report will be provided to the Chief of Police with a copy to the Board. The ministry considers inspection reports to be confidential documents and would leave further distribution to the discretion of the Chief. Requests received by the ministry for a copy of a completed inspection report will be directed to the Board.

The Board and Chief will be requested to provide the ministry with a coordinated response to inspection recommendations within **90 days** of report delivery. The Police Services Advisor will be available to the Board and Chief for any required clarification. The Police Services Advisor is prepared to assist with the development of a response and will monitor the implementation of the recommendations.

Media Inquiries

From time to time, the local media expresses interest in the Inspection Program. At its discretion, the Board may issue a news release to the local media. If so, the ministry suggests the following messaging:

- Inspections are conducted by the ministry of Community Safety and Correctional Services to determine compliance with legislative and regulatory requirements set out in the Police Services Act.
- This inspection is part of a regular program conducted by the ministry. All Ontario police services will be inspected.
- When completed, inspection reports are provided to the Board with a copy to the Chief of Police.
- Requests for copies of the completed inspection report should be directed to the Board.
- Inspection reports are subject to applicable freedom of information and protection of privacy legislation.

Contact Information Operations Unit:

Manager	Morgan Terry	416-326-9347
Advisor Zone 1/1A	Graham Wight	416-817-1347
Advisor Zone 2	David Tilley	647-224-9370
Advisor Zone 3	Jeeti Sahota	416-702-4404
Advisor Zone 4/5	Duane Sprague	416-573-8309
Zone 6 Advisor	Tom Gervais	416-432-5645
MCM Inspection Team		
Seconded Police Officers	S/Sgt. Ray Ward	519 574-6371
	Det. Cst Tanya Beckon	226-820-2512
	Det. Cst. Randy Galantai	519 573-6413

Appendices

- Appendix A – Major Case Investigative Functions and Responsibilities Standard
- Appendix B – Information Management Standard
- Appendix C – Data Entry Standard
- Appendix D – Information Provision Schedule
- Appendix E – RMS & PowerCase Data Access Form

February 6th, 2018

Dear Police Services Board,

For over 20 years, Clarico Place of York Region (formally known as Vaughan in Action) has supported the integration of youths and adults with developmental disabilities into the York Region Community through valuable educational, life skills, and recreational programming.

For the past several years, Clarico Place and York Regional Police have enjoyed a mutually beneficial, very positive partnership which has included, but is not limited to the following:

- We have a YRP Seargent, Seargent Kelly Chester, who sits on our Board of Directors
- For the past two years under the direction of the YRP Training Unit, every new YRP Recruit has attended a session at our program which focuses on learning how to become comfortable working with individuals with disabilities within a community setting
- The YIPI youth, Youth in Policing Initiative youth, and their coresponding YRP officers attend our centre in Vaughan on Wednesdays during the summer months of their program in order to learn about and train on how to work with individuals with identified disabilities
- Our participants and staff attend bi-weekly educational workshops at the YRP Safety Village
- Our staff and participants volunteer their time at both the Annual Police Week Open House and Halloween in the Village events the Safety Village

As a not-for-profit charitable organization, Clarico Place relies on the generous support of partners, businesses and individuals from within our communities. Charitable support ensures we continue to offer relevant and customized educational resources, equipment and technology tools for use in the delivery of our daily programs. We encourage you to support our efforts to ensure the Clarico Place program will be enhanced for all of its current and future members. This being said, we would be delighted if the Police Services Board could sponsor \$2000 which would cover the cost of two tables for this year's upcoming Gala on Saturday March, 10th.

We look forward to many more years of a positive, enriching partnership with York Regional Police.

Thank you for your continued support!



Megan Thomas, Executive Director

Clarico Place of York Region

megan@claricoplace.com

Moonlight Masquerade

Saturday March 10th, 2018

The Rivera Banquet Hall
2800 Hwy 7, Concord, ON L4K 1W8

DONATION FORM

I would like to make a financial contribution to

☐ Clarico Place of York Region (formerly known as Vaughan in Action) in the amount of:

☐ \$1,000.00 ☐ \$500.00 ☐ \$300.00 ☐ Other: \$_____

(Please make cheque payable to: "Vaughan In Action")

☐ I would like to donate to Silent Auction, Raffle or Door Prizes as follows:

Item	Description	Value

(Please attach invoice or statement showing value of item(s) donated for official tax receipt)

Please fill out the following donor's information:

Company Name: _____

Address: _____

City: _____ Postal Code: _____

Contact Name: _____ Title: _____

Phone (business): _____ Phone (cell): _____

Email: _____

Tax Receipt Requested: ___ yes ___ no

Moonlight Masquerade

Saturday March 10th, 2018

Venue: The Rivera Banquet Hall
Address: 2800 Hwy 7, Concord, ON L4K 1W8
Telephone: (416) 987-4400
6:00 p.m. Reception
6:00p.m.-1am Open Bar

Ticket Form

Please fill out the bottom portion and return with payment no later than February 12th
Made payable to:

Vaughan In Action Community Program Inc.

10 Planchet Road, Unit 19, Concord, ON L4K 2C8

Attention: Caitlyn Mariani

TYPE OF TICKET	PRICE	# OF TICKETS REQUEST
Table of 10 adults	\$1,000	
Adult per person	\$110	
Participant of Clarico Place	\$50	
Child (ages 4-12):	\$40	
Child under 4	Free	
Special meals:		

Reserved by:

Name: _____

Address: _____

Telephone: _____

Email: _____

For inquiries, please contact Caitlyn Mariani 905-761-2139 or gala@claricoplace.com

Date Received: February 7, 2018

Format: Email

Re: Sneak Peak: 2nd Annual Spring Luncheon "Celebrating Women & Girls"

Dear Jaclyn,

I am very pleased to announce our **2nd Annual Spring Luncheon "Celebrating Women & Girls."**

Join us on **Sunday, May 6th** at Cardinal Golf Club (*hint...hint...that's the weekend prior to Mother's Day – a great way to celebrate with the women in your life!*).

Grandmothers, Mothers, Daughters, Granddaughters, Aunts and friends will find this a lovely afternoon spent in celebration and support of women in our community. Grandfathers, Fathers, Sons, Grandsons, Uncles and friends are, of course, welcome too! This is meant to be a multi-generational event attended by families and in celebration of women!

This year's theme is **"Balancing Act: The Importance of Self-Care"** and will feature these inspiring women...

Samantha King is the founder of **Fempire Builders** - Fempire Builders' core purpose is to support the growing number of women entering the world of entrepreneurship by creating a community of women who empower and support each other through mastermind groups, education and mentorship as they build the lives of their dreams while creating the work/life balance they crave.

Lexi & Amanda Benlolo founded **The Pampered Pillowcase**, as teenagers, in 2014. Their organization provides a "Pampered Pillow" to women within shelters and centres (including WCYR) within the community. The pillowcase is filled with items to make a woman feel special and ultimately, pampered.

Bernadette Connors is a **singer/songwriter**, performer, and vocal coach from Keswick, Ontario. Bernadette has grown up playing music with her family. Her mom, dad and three older brothers have really shaped her musical insight and abilities, and from there she's had many opportunities to work with countless talented individuals who continue to influence and inspire her.

York Harmony Chorus is an **award-winning, a cappella ensemble** dedicated to promoting and celebrating the Barbershop style of music. We are a vibrant group of women (there are over 40 of us!) who meet once a week in Sharon, Ontario to rehearse and share in the art of four-part harmony.

...and more...local vendors, raffles, prizes and fellowship!

Women's Centre of York Region has been making a difference in the lives of women across York Region for 41 years! For women who have identified the need and desire for positive change in their lives, Women's Centre of York Region offers unique programming and services that address a range of circumstances at little or no cost. In a safe and inclusive environment, we welcome each woman and meet her right where she is. Our goal is to fully support each woman on her personal journey of discovery in order that she thrives fully. The work we do is good for women, their families and our community. Together we are making a difference.

Fundraising for our counseling, programs and tangible supports is vital to our continued success. **We have a wait list for counselling. We have a wait list for programs.** Economic conditions continue to challenge individuals, businesses and charitable organizations like ours. **No matter the market conditions, the need continues.**

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

We will be launching this event to the public on March 1st and we'd love to include you on our promotional material.

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

If you want a quick way to reserve an opportunity (the same as last year at \$1,500 or something new), simply reply YES and we will follow-up to discuss the opportunities available.

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

Warm regards,

Catherine Curtis
Executive Director
CatherineC@wcyr.ca
905.853.9270 ext.101 www.wcyr.ca
Registered Charitable No. 13485 9024 RR0001



[*DONATIONS TO SUPPORT OUR WORK ARE ALWAYS APPRECIATED!*](#)

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Celebrating Women & Girls

2nd Annual Luncheon

Balancing Act: The Importance of Self-Care

Sunday, May 6, 2018

11:00 a.m. - 2:30 p.m.

**Cardinal Golf Club
2740 Davis Drive West, King City,**

Keynote Speaker:

*Samantha King, Fempire Builders
fempirebuilders.com*

Also featuring:

*Lexi & Amanda Benlolo
pamperedpillowcase.com*

Musical Guests:

*York Harmony Chorus
Bernadette Connors*

Join us for an afternoon of empowerment, networking & shopping!

Earlybird Prices (before April 15)

Adults: \$35 | Children 12 & under: \$20 babes in arms: free

Reserved tables of 8: \$280

Prices increase \$5 per ticket after April 15

Presenting Sponsor



Community Sponsor



Celebrating Women & Girls

2nd Annual Luncheon

Balancing Act: The Importance of Self-Care

Sunday, May 6, 2018

11:00 a.m. - 2:30 p.m.

**Cardinal Golf Club
2740 Davis Drive West, King City**

Now Available:

Sponsorship Opportunities

Vendor Tables

Tickets

Contact:

Catherine Curtis

Kaitlyn Olliff

**Executive Director
Catherinec@wcyr.ca
905.853.9270 x101**

**Special Events Coordinator
kolliff@wcyr.ca
905.853.9270 x107**



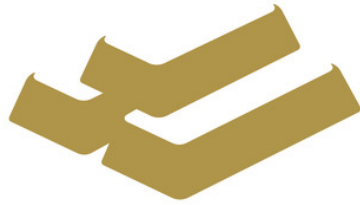
**WOMEN'S CENTRE
OF YORK REGION**
Embracing Change. Empowering Women.

Celebrating Women & Girls

2nd Annual Luncheon

**SPONSORSHIP & VENDOR
OPPORTUNITIES**

Presenting



BARRICK

Community



Silver – \$1,500

- Complimentary lunch for 4
- Logo placement on all event materials
- Banner recognition
- Social media recognition on all WCYR platforms
- Mention in all promotion on 105.9 The Region (on air & website)
- Podium and program logo recognition

Celebrating Women & Girls

2nd Annual Luncheon

SPONSORSHIP & VENDOR OPPORTUNITIES

Pearl – \$500

- Complimentary lunch for 2
- Banner recognition
- Social media recognition on all WCYR platforms
- Program recognition

Friend – \$250

- Complimentary lunch for 2
- Program recognition
- Sign recognition (12'X12") at one of these areas:
 - Kids Zone
 - Candy Bar
 - Centrepieces
 - Punch Station
 - Coat Room
 - Live Music

Vendor – \$900 *(limited number available)*

Includes:

- 8ft table, linen and chair
- Social media recognition on all WCYR platforms

*Donations Are Always Welcome
to Support our Event!*

Have another idea? Let's chat?

Celebrating Women & Girls

2nd Annual Luncheon

Tickets

Earlybird Pricing

(Before April 15)

Adults – \$35

Children 12 & Under – \$20

Babes in Arms – free

Reserve Table of 8 – \$280

After April 15

Adults – \$40

Children 12 & Under – \$25

Babes in Arms – free

Reserve Table of 8 – \$320

*Donations Are Always Welcome
to Support our Event!*

Monday, February 12, 2018

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

Dear Ms. Avellino:

I am writing on behalf of the Board of Directors and the 2018 Gala Committee of Cedar Centre (formerly operating as York Region Abuse Program, or YRAP). As you know, our Agency is located in York Region and is a one-of-a-kind service provider in Canada, offering an intense, trauma-focussed model of recovery to clients who are suffering from severe symptoms of Post-Traumatic Stress, the youngest of whom are between 3 and 12 years of age.

Each year, Cedar Centre relies very heavily on its fundraising efforts. This year's 21st annual signature gala will be held on Saturday, April 28th at the beautiful Copper Creek Golf Club in Vaughan. The proceeds from this very special evening will provide critically-needed trauma therapy for children, youth and adults who have experienced childhood sexual abuse, as well as all other forms of interpersonal violence.

We're so grateful for your strong history of support of our work in community. It would be our honour and pleasure to have you attend on the evening of April 28th. To that end, I have attached some additional information that I hope you might find helpful. I look forward to hearing from your office and welcome you to call me directly, should you have any questions.

With gratitude.

My best and warm regards,



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

Executive Director

Cedar Centre

17705 Leslie St., Unit 12
Newmarket, ON L3Y 3E3
t 905.853.3040 1.800.263.2240
f 905.853.1023
e cedar@cedarcentre.ca
www.cedarcentre.ca

Charitable Registration No. 10668 0952 RR0001



Therapeutic services for
those affected by trauma

HAND *in* HAND Gala

Celebrating Over 30 Years of Service

Saturday, April 28th, 2018

Copper Creek, 11191 Highway #27, Kleinburg • www.handinhandgala.com

SPONSORSHIP PACKAGE



United Way
Toronto & York Region



**HAND
in HAND Gala**
Celebrating Over 30 Years of Service

THE CAUSE

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

THE FACTS



- Cedar Centre offers hope and healing to people of all ages.
- Our services are founded on the belief that the community must work together.
- We work to eradicate the barriers associated with childhood abuse.
- We would not be able to accomplish what we do without the generosity of donors like you.
- Your support helps us reduce our waitlist and to provide evidence and practice based therapy in our community free of charge.



SPONSORSHIP OPPORTUNITIES



PRESENTING SPONSOR 1of1 \$20,000

- 20 Gala tickets (2 Tables in Premier Location)
- Opportunity to deliver welcoming remarks to guests
- Double page centre spread advertisement in the Gala programme and logo on the front page
- Tier 1 logo recognition at entrance of Copper Creek
- Listed as the Presenting Sponsor with Tier 1 logo recognition on all marketing materials, tickets, letterhead, including the Gala website, social media, programme, on-site signage and video loop
- Listed as the Presenting Sponsor with Tier 1 logo recognition in the Gala Thank You ad published in a Metroland Community Newspaper (York Region)
- Name recognition on all media releases and media advisories
- Name recognition on Gala Website sponsor page
- Corporate profile on Gala Event web page with hyperlinked logo to corporate website.

DIAMOND SPONSOR 1of1 \$15,000

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



PLATINUM SPONSOR 1of2 \$10,000

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



COCKTAIL RECEPTION SPONSOR 1of1 \$7,500

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

GOLD SPONSOR 1of7 \$7,500

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



DÉCOR SPONSOR 1of1 \$5,000

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

CENTREPIECE SPONSOR 1of1 \$4,000

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

CORPORATE TABLE SPONSOR \$3,000

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

TABLE SPONSOR \$2,200

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

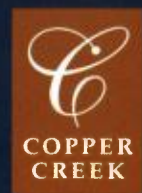
For More Information: Claire Shave
905 853 3040 ext 302 • c.shave@cedarcentre.ca



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

— The Lorax Dr. Seuss

Thank you to our previous sponsors
who cared a whole awful lot...



**EGAN FAMILY
FOUNDATION**





HAND in HAND Gala

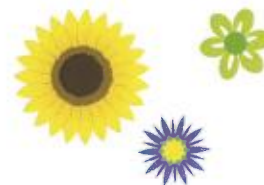
Celebrating Over 30 Years of Service

Copper Creek, Kleinburg



April 28, 2018

Order Form



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

Sponsor Information

Sponsorship Opportunities

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

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

Donor/Company Name _____

Address Suite, Apt. Unit# _____

City _____ Province _____ Postal Code _____

Telephone _____ Ext. _____ Fax _____

Company Contact and Title _____

Signature _____ Email _____

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

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

Unable to Attend?



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

Payment Information

☐ Cheque enclosed (please make payable to Cedar Centre)

Credit Card ☐ Visa ☐ Mastercard ☐ Amex



Card Number _____ Expiry Date _____

Name on Card _____

Please return completed form to

Cedar Centre Gala Committee
17705 Leslie St., Unit 12, Newmarket, ON L3Y 3E3 • Fax: 905 853 1023
Charitable Registration # 106680952 RR0001

For more information

Claire Shave Tel. 905 853 3040 ext. 302

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

www.handinhandgala.com
CEDARCENRE.CA



April 28, 2018

Live & Silent Auction Donation Form

For the purpose of assisting the Hand in Hand Gala to be held on Saturday, April 28, 2018 in support of Cedar Centre, the undersigned donor hereby agrees to donate the item(s) described herein to the Cedar Centre under the terms set forth below.

Please Print

Donor/Company Name

Address

Suite, Apt. Unit#

City

Province

Postal Code

Telephone

Ext.

Fax

Company Contact and Title

Signature Email

Item Retail Value

Description of item

Item # (for office use only)

Gift Certificate

☐ Attached ☐ To be picked up ☐ Mailed ☐ Delivered ☐ To be created

Delivery arrangement and date

Committee contact

Advertising

Cedar Centre Gala Committee will be permitted to advertise the item for sale in connection with its fundraising event. If the donor does not wish his/her name used in connection therewith, please check ☐

Receipting Guidelines

Official tax receipts and business receipts will be issued in accordance with Canada Revenue Agency Guidelines.

Would you like a receipt? ☐ Yes ☐ No

Original receipt must accompany donation form in order to process a charitable tax receipt.

Please return completed form to

Cedar Centre Gala Committee

Mailing/Courier/Office Address: 17705 Leslie St., Unit 12, Newmarket, ON L3Y 3E3

Telephone: 905 853 3040

Hours of operation: 9:00am - 5:00pm

Charitable Registration # 106680952 RR0001 handinhand@cedarcentre.ca WWW.CEDARCENRE.CA

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 14, 2018

Direct Purchase Belt Pouches and Plain Clothes Belt Systems

RECOMMENDATIONS

1. That the Board authorize the direct purchase of duty belt pouches and plain clothes belt systems from Summit Canada Distributors Inc. at a cost of \$80,000 annually plus applicable taxes; and,
2. That the Board approve the award of the contract 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 total cost of \$400,000 excluding HST, if all options were exercised; and,
3. That the Chief of Police be authorized to execute the contract, and any options to renew the contract, subject to the approval of the Regional Municipality of York's Regional Solicitor, or designate, as to this form and content.

SYNOPSIS

This report requests approval to enter into a direct purchase agreement for the procurement of duty belt pouches and plain clothes belt systems with Summit Canada Distributors Inc. for up to five years at a total cost of \$400,000 excluding HST. This procurement pertains to the Safariland brand of products that form part of the new belt system but are not available from the current Vendor. The Police Services Board Purchasing Bylaw 10-17 Section 10 permits direct purchases where there is only one entity reasonably capable of providing the services, and subject to the Board's approval, if greater than \$150,000.

FINANCIAL IMPLICATIONS

Funds in the amount of \$1,400,000 are included in the 2018 Operating Budget for personally issued equipment including \$80,000 for belt pouches and plain clothes belts. The funding to renew each outlook year of the direct purchase will be included in the annual Operating Budget proposal and subject to the annual approval of the Board and Regional Council.

BACKGROUND

Since 2012, York Regional Police senior officers and plainclothes officers have been issued the Safariland belt systems. York Regional Police frontline officers have worn the Safariland utility systems since 1999, when York Regional Police transitioned from the leather belt systems to the nylon systems.

During 2016, in an effort to increase competition, the Purchasing Unit and Training and Education Bureau released a Request for Pre-Qualification, followed by a Request for Tender process for the supply and delivery of a belt system to be utilized by frontline officers. The Tender (T16-02) was awarded; however, there were three pouches/holders that either were not available, or the quality was not acceptable, thus a decision was made to remain with the existing Safariland pouch/holder for these three products. The transition to the new belt system commenced with the 2018 Re-qualification training.

Summit Canada Distributors is the sole distributor of Safariland products in Ontario. Although a formal tender process was completed in 2017 for frontline officers, there is still a requirement to purchase Safariland belt systems and pouches from Summit Canada Distributors. It is, therefore, recommended that the Board approve the Direct Purchase of belt pouches and plain clothes belts to Summit Canada Distributors Inc. The total cost of the contract if all options to renew are exercised is \$400,000 plus applicable taxes and requires the Board's approval in accordance with Purchasing Bylaw 10-17 Section 10 for Direct Purchases that exceed \$150,000.

André Crawford
Acting Chief of Police

AC:jf

Accessible formats or communication supports are available upon request.

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 14, 2018

Direct Purchase of Helicopter Parts

RECOMMENDATIONS

1. That the Board authorize the direct purchase of helicopter parts from Canadian Helicopters Limited for an initial term not to exceed \$220,000 plus applicable taxes; and,
2. That the contract be awarded for a period of two years, with an option to renew for one additional one-year period commencing January 1, 2020, for a total cost of \$330,000 if all option years are exercised; and,
3. That the Chief of Police be authorized to exercise the option to renew the parts agreement on behalf of the Board, contingent upon execution of the one-year contract extension of the Pilot and Maintenance contract with Canadian Helicopters Limited; and,
4. That the Chief of Police be authorized to execute the contract, and any renewal, subject to the approval of Region's Legal Services as to form and content.

SYNOPSIS

This report requests approval to enter into a direct purchase for helicopter parts with Canadian Helicopters Limited for a period of two years, with an option to renew for one additional year. In the past, the contracted Service Provider, on behalf of York Regional Police, purchased parts that are required for AIR2 during the contract period. 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 \$110,000 were included in the 2018 Operating Budget for the purchase of parts, service and maintenance of AIR2. This amount will be required for regular repair and maintenance throughout the years. The funding to renew the outlook years of the direct purchase have been included in the 2019-2020 outlook and are subject to the approval of the Board and Regional Council.

BACKGROUND

Canadian Helicopters Limited provides pilot and maintenance services to York Regional Police. As part of the agreement, a full-time Avionic Maintenance Engineer performs daily inspections and maintenance on AIR2 to ensure that the aircraft is operational. The helicopter requires very specific scheduled maintenance in order to remain operational. Maintenance is based on the manufacturer's recommendations and Transport Canada's airworthiness standards.

The existing Canadian Helicopters Limited agreement covers regular maintenance on the helicopter; however, there are additional parts and maintenance required that fall outside of the current service agreement. Canadian Helicopters will purchase these parts required for AIR2 at 0% mark-up which is added value to the contract.

Purchasing By-law 10-17 Section 10.1 permits a direct purchase where the compatibility of a purchase with existing equipment, facilities or services is the paramount consideration. It is, therefore, recommended that the Board approve the direct purchase for helicopter parts from Canadian Helicopter Limited.

AC/jf

André Crawford
Acting Chief of Police

Accessible formats or communication supports are available upon request.

PUBLIC

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 14, 2018

Execution of Documents By-law and Purchasing By-Law

RECOMMENDATION

1. That the Board receive this report pursuant to the Execution of Documents By-Law No. 08-15 and Purchasing By-Law 10-17 quarterly reporting requirements.

SYNOPSIS

In accordance with the Police Services Board's Execution of Documents By-Law No. 08-15 and Purchasing By-Law 10-17, this report contains a summary of documents, agreements and purchasing matters that were executed in the fourth quarter of 2017.

FINANCIAL IMPLICATIONS

The funds necessary to satisfy the terms of each contract identified in this report were included in the 2017 Operating or Capital Budgets.

BACKGROUND

In accordance with the Execution of Documents By-Law No. 08-15, additional authority has been granted to permit the Deputy Chiefs to execute documents related to the programs and projects under their portfolio of responsibility.

The By-law further states that:

- 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 Purchasing By-Law No. 10-17, a quarterly report is required to advise the Board of the following matters:

- The award of any contract as a result of a request for tenders; and
- The award of any contract as a result of a request for proposal and awarded by the Deputy Chief or Chief of Police; and
- Any expenditures made as a change in scope/additional deliverables.

In accordance with the Execution of Documents By-Law No. 08-15, the agreements and other undertakings that have been executed within the fourth quarter of 2017 are identified in Appendix 1. Appendix 2 outlines the agreements and undertakings in accordance with the Purchasing By-Law No. 10-17. All amounts listed exclude taxes. It is therefore recommended that the execution of documents and purchasing fourth quarter report be received.

André Crawford
Acting Chief of Police

EJ:ac

Accessible formats or communication supports are available upon request

In accordance with the Execution of Documents By-Law No. 08-15, the agreements and other undertakings that have been executed within the fourth quarter of 2017 are outlined below in Appendix 1.

Appendix 1 - Execution of Documents By-Law No. 08-15

Contracts and Agreements		
Parties	Expiry Date	Amount
Philips Lighting Canada Ltd. and the Regional Municipality of York Police Services Board in conjunction with Crime Stoppers of York Region - Agreement for LED Lamp Donation to participate in York Region Crime Prevention Program lamp distribution campaign	Spring 2018 - to be reviewed 17-May-18	N/A
People Who Sing Together 2 Inc. and York Regional Police Male Chorus - Rider forming part of an Agreement between Gospel Songs Productions Inc. (Producer) and St. Timothy's Church Choir (Choir), of which the YRP Male Chorus will be a part and perform on 11Nov17, to be recorded for two shows of the People Who Sing Together television series airing in January 2018 for Seniors	November 11, 2017	Male Chorus to receive Donation of \$2,000 for performance
Ministry of Transportation (MTO) and the Regional Municipality of York Police Services Board - 2017 Provincial Pedestrian Safety Campaign	December 13, 2017	\$3,217 Total Cost; Applied to MTO for funding of \$2,265
Toronto and Region Conservation (TRCA - Bruce's Mill) and the Regional Municipality of York Police Services Board - Application for Permission to Enter TRCA Property for the purpose of landing Helicopter at Bruce's Mill as part of Training Exercise	November 28, 2017	N/A
Oxford Properties Retail Holdings 11 Inc. and CPPIB Upper Canada Mall Inc. and the Regional Municipality of York Police Services Board - License Agreement providing YRP with a specified area within Upper Canada Mall, Newmarket for the purpose of collecting toy donations through the Holiday Heroes Toy Drive for the Holiday Heroes program	December 2, 2017	N/A
Total Expenditures		\$3,217 (less \$2,000 Donation received)

For comparison purposes, the delegation of authority for contracts and agreements in the fourth quarter of 2016 was \$496,271, excluding HST.

In accordance with the Purchasing By-Law 10-17, the agreements and other undertakings that have been executed within the fourth quarter of 2017 are outlined below in Appendix 2.

Appendix 2 - Purchasing By-Law No. 10-17

Tender Approvals, Request for Proposals and Scope/Additional Deliverables			
Description	No. of Bids	Award Date	Value
Request for Proposal Award (P-17-16): Piloting Services and Helicopter Maintenance Vendor: Canadian Helicopter Limited Term of Contract: Two years plus one optional year term	2	December 6, 2017	\$1,286,995 Contract Total if extended for all three years: \$1,946,582
Request for Proposal Award (P-17-17): Cabling Services – Moves, Adds, Changes and Removals Vendor: LanX Communications Ltd. Term of Contract: One year plus two optional two year terms	4	October 26, 2017	\$36,260 Contract Total if extended for all five years: \$190,594
Request for Proposal Award (P-17-19): Police Vehicle Repairs within Boundaries of YRP 2 District – Richmond Hill Vendor: Street Brothers Auto Electric Ltd. Term of Contract: Two years plus two one year term options	1	November 1, 2017	\$136,333 Contract Total if extended for all five years: \$277,821
Request for Proposal Award (P-17-20): Police Vehicle Repairs within Boundaries of YRP 5 District – Markham Vendor: 2306521 Ontario Inc. DBA / Pronto Automotive Markham Term of Contract: Two years plus two one year term options	2	November 1, 2017	\$202,022 Contract Total if extended for all five years: \$411,683
Request for Tender Award (T-17-15): Supply & Delivery of Cisco Network Switches Vendor: OnX Enterprise Solutions Ltd. Term of Contract: One time	10	November 7, 2017	\$152,847 Original award to Knowledge Computers cancelled and re-awarded to OnX Enterprise

Tender Approvals, Request for Proposals and Scope/Additional Deliverables			
Description	No. of Bids	Award Date	Value
Request for Tender Award (T-17-17): Year Round Ground Maintenance Services Vendor: <ul style="list-style-type: none"> • 2 District – Forest Contractors Ltd. • 4 District – Pristine Property Maintenance Ltd. • 5 District – Forest Contractors Ltd. • Training Building – TNT Service Plus Inc. Term of Contract: One Year plus four optional one year terms	6	October 25, 2017	\$223,635 Total <ul style="list-style-type: none"> • 2 District – \$59,320 • 4 District – \$54,775 • 5 District – \$50,260 • Training Building – \$59,280 Contract Totals if extended for all five years: <ul style="list-style-type: none"> • 2 District – \$311,806 • 4 District – \$287,915 • 5 District – \$264,183 • Training Building – \$311,595
Request for Tender Award (T-17-18): Supply and Delivery of 35 Panasonic Toughbook CF-33 Fully Rugged 2-in-1 Tablets and Accessories Vendor: Powlerland Computers Ltd. Term of Contract: One time	9	November 1, 2017	\$199,660
Request for Tender Award (T-17-19): Supply, Delivery and Installation of Nine Canon IRC5540i and Four Canon IRC255i Multi-Function Printers Vendor: MFBurke Limited o/a Grenville Management Inc. Term of Contract: One time	2	October 26, 2017	\$64,725
Request for Tender Award (T-17-20): Abatement Work at York Regional Police No. 4 District Headquarters Vendor: Salandria Ltd. Term of Contract: Capital Project	7	November 30, 2017	\$252,000
Contract Action Request (PO# 89119): Enterprise Business Intelligence and Analytics Software Solutions Vendor: Information Builders (Canada) Inc. Reason: Scope Change to add funds to the PO for an approved revised Statement of Work.		October 3, 2017	\$152,000 Contract Total to date: \$1,293,265
Contract Action Request (PO# 83676): Uniform Pants – Front line Uniform Vendor: Outdoor Outfits Inc. Reason: To extend the contract for the second optional extension		October 10, 2017	\$153,000 Contract Total to date: \$765,000

Tender Approvals, Request for Proposals and Scope/Additional Deliverables			
Description	No. of Bids	Award Date	Value
Contract Action Request (PO# 86560): Supply of Fuel for District 4 Vehicles from the Vaughan Works Yard Vendor: City of Vaughan Reason: To add funds for the third year of the contract.		November 29, 2017	\$600,000 Contract Total to date: \$1,800,000
Contract Action Request (PO# 87037): Police Vehicle Repairs – York Regional Police #3 District, Sutton Vendor: Gary's Service & Towing, a division of 607248 Ontario Limited Reason: To extend the contract for the one year option		December 5, 2017	\$43,484 Contract Total to date: \$130,454
Contract Action Request (PO# 88726): Architectural Services for 18 months for decommission of training at 4 District Vendor: CS&P Architects Inc. Reason: To extend the current expiry date and add additional funds due to delays in the #4 District training area decommissioning and renovations project		December 5, 2017	\$43,000 Contract Total to date: \$168,000
Contract Action Request (PO# 89105): Supply of Microsoft Enterprise Licensing Agreement Vendor: CDW Canada Reason: <ol style="list-style-type: none"> Contingency: 2017 True Up Scope Change: To add licenses for the Mobile Workstations (MWS) to contract 		1. October 6, 2017 2. December 5, 2017	1. \$31,618 2. \$87,797 Contract Total to date: \$2,230,220
Contract Action Request (PO# 85376): Supply and Delivery of Police Vehicle Emergency Equipment Vendor: D & R Electronics Co. Ltd. Reason: To extend the contract for the third and final option year (year 4)		December 6, 2017	\$250,000 Contract Total to date: \$1,417,181
Contract Action Request (PO# 89748): Architectural Services at Community Safety Village Vendor: CS&P Architects Inc. Reason: To extend the current expiry date to August 31, 2018 and add additional funds to the contract		December 6, 2017	\$28,500 Contract Total to date: \$127,500

Tender Approvals, Request for Proposals and Scope/Additional Deliverables			
Description	No. of Bids	Award Date	Value
Contract Action Request (PO# 89726): Supply and Delivery of 30 New Ford Police Interceptor Utility Vehicles Vendor: Yonge-Steeles Ford Lincoln Sales Ltd. Reason: Scope Change: To purchase one additional Ford Police Interceptor Utility Vehicle		December 13, 2017	\$33,500 Contract Total to date: \$1,239,500
Total Expenditures			\$3,977,376

For comparison purposes, the delegation of authority for Purchasing By-law No. 06-14 items in the fourth quarter of 2016 was \$1,813,668, excluding HST.

CO-OPERATIVE PURCHASING

In the fourth quarter of 2017, the following co-operative purchase orders were initiated under section 14 of Purchasing By-law No. 10-17:

Co-Operative Purchasing Agreements

Description	Co-ordinating Agency	Contract End	Vendor(s)	Value
Prebuilt Sharepoint Solution and Services	Niagara Region RFP 2016-65	November 3, 2020	Dynamic Owl Consulting Inc.	\$115,000
Supply and delivery of five Dodge Caravans and one Chrysler 300	Ontario Shared Services – Police Cooperative Purchasing Group	N/A	FCA Canada Inc.	\$163,294
Supply and delivery of ammunition	Toronto Police Service	December 31, 2017	Lloyd Libke Law Enforcement Sales Inc.	\$181,566
Total				\$1,094,860

For comparison purposes, the delegation of authority for co-operative purchasing items in the fourth quarter of 2016 was \$44,000.

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 14, 2018

**2017-2019 Business Plan
Year 1 Status**

RECOMMENDATION

1. That the Board receive this report.

SYNOPSIS

The 2017-2019 Business Plan was developed through extensive consultation with our residents, community partners and members of York Regional Police. The objectives and actions contained in the Plan reflect the considerable feedback we received during our consultation process and our commitment to providing excellent policing services. This report will summarize the status of the first year objectives, actions and activities of the 2017-2019 Business Plan.

FINANCIAL IMPLICATIONS

None

BACKGROUND

Within the 2017-2019 Business Plan, there are four cornerstones; Community Focus, Operational Excellence, Preferred Place of Employment and Superior Quality Service. Each cornerstone has three objectives and nine actions (three actions per objective). In total, there

are 12 objectives and 36 actions that York Regional Police has committed to achieve by 2019. A total of 93 activities have been identified as being necessary to accomplish these 36 actions.

Internally, the implementation of the Business Plan is overseen by the Executive Command Team. Senior Officers have been assigned to lead each activity. The Senior Officers are responsible for establishing implementation teams, and developing detailed plans and timelines for the successful achievement of specific activities. Each senior officer submits regular reports to the Planning, Research and Evaluation Unit to track activity progress. The Chief regularly reports our progress to citizens at Police Services Board meetings and through our Annual Report. In addition, yearly status reports are provided to the Police Services Board.

Our members, citizens, volunteers and stakeholders are instrumental in the implementation of this Business Plan. Highlights of the 2017-2019 Business Plan status, including 2017 accomplishments and priorities for 2018 can be found in Appendix A and further details of our achievements can be found in Appendix B.

In summary, all four cornerstones are exceeding 2018 completion rate targets and are on track for 2018. Most activities that are scheduled to be completed in 2018 and 2019 are in progress and on track for completion. All activities scheduled to be completed in 2017 are completed, with the exception of two activities under Preferred Place of Employment. These two activities are near completion and are expected to be accomplished during the first quarter of 2018. There are no identified risks or concerns with the delays.

André Crawford
Acting Chief of Police

EJ:sp

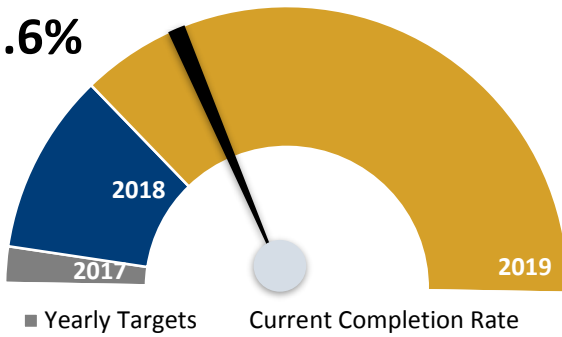
Attachments: Appendix A: 2017-2019 Business Plan Status Report and Priorities
Appendix B: 2017-2019 Business Plan Year One Status Report

Accessible formats or communication supports are available upon request.

Community Focus

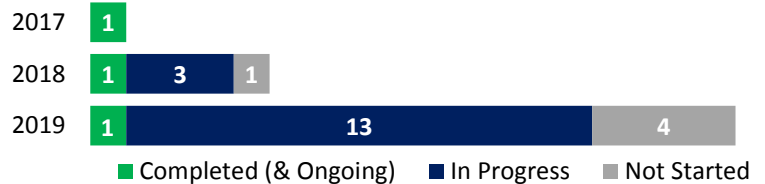
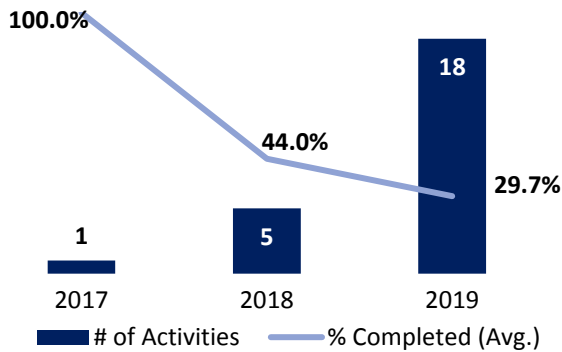
● On Track

35.6%



2017 Highlights:

- ✓ Created new superhero, named “Unity”
- ✓ Constructed interactive educational location “United League House” at the Community Safety Village
- ✓ Developed United League Game App – an anti-bullying themed game, developed in partners with Sheridan College
- ✓ Promoted the Vulnerable Persons Registry
- ✓ Ongoing collaboration between Districts and municipal partners to address community issues. For example, #4 District worked collaboratively with City of Vaughan in preparations for the subway extension

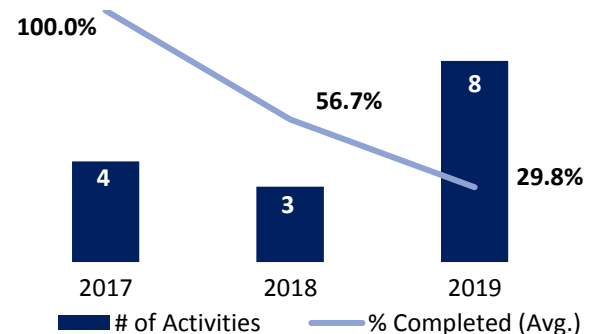
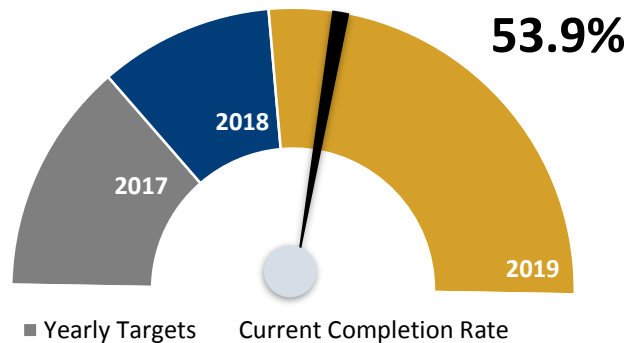
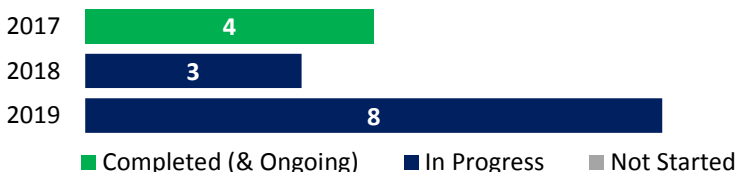


Operational Excellence

● On Track

2017 Highlights:

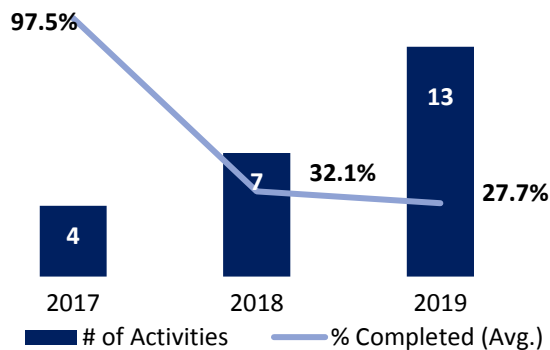
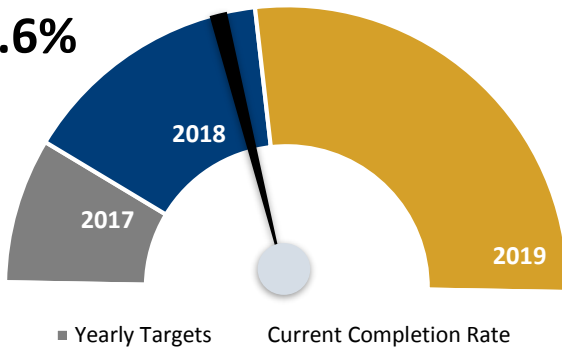
- ✓ Implemented Sector-Based Policing Model in all Districts
- ✓ Modernized and restructured the Organized Crime Bureau
- ✓ Led Community Opioid Education and Response Working Group
- ✓ Conducted review of Marine Unit
- ✓ Ongoing enhancements of Business Intelligence dashboards and Active Operating Picture
- ✓ Ongoing work on creating an ethics framework



Preferred Place of Employment

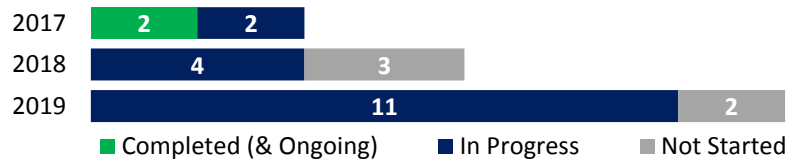
● On Track

40.6%



2017 Highlights:

- ✓ New training facility is fully operational
- ✓ Launched Human Rights 101 e-Learning to all members
- ✓ Delivered Canadian Mental Health Association Workplace Wellness training to most supervisors (Note: All supervisors will be trained by Q1 of 2018)
- ✓ Ongoing work in the development of a gender equity strategy
- ✓ Ongoing collaboration with Region of York to enhance leadership training
- ✓ Continue to promote member resiliency through mindfulness based resiliency training

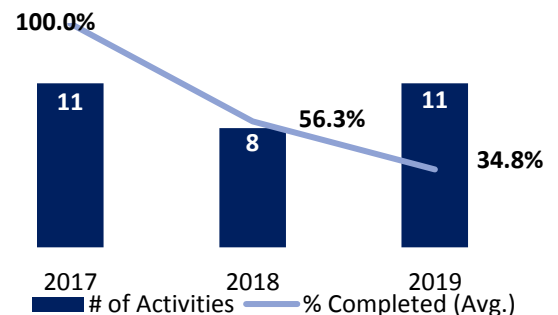
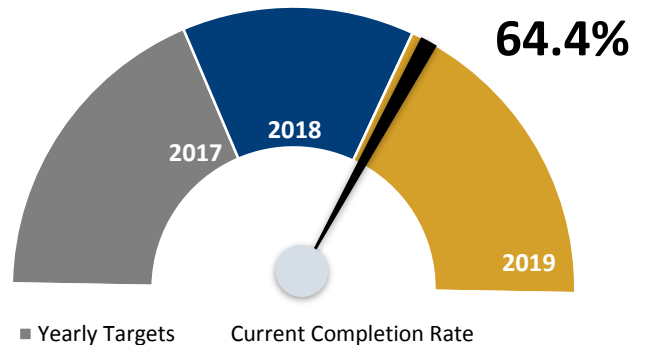


Superior Quality Service

● On Track

2017 Highlights:

- ✓ Conducted review of unfounded sexual assault incidents
- ✓ Implemented Active Operating Picture in all vehicles
- ✓ Developed partnership with the Ontario Volunteer Emergency Response Team
- ✓ Launched e-Learning on new subway extension
- ✓ YRP Master Accommodation Plan completed and presented to Police Services Board
- ✓ Conducted #5 District front desk operations review
- ✓ Ongoing modernization of responses to calls for service



2018 Priorities:

Community Focus

- ❖ Continue community engagement at District level, including:
 - developing a Community Engagement Strategy
 - sharing public safety information
 - increasing public interactions
- ❖ Complete King Community Substation and Marine Facility construction
- ❖ Enhance engagement with youth using social media tools
- ❖ Continue collaboration with Public Health on the preparation for the legalization of cannabis

Preferred Place of Employment

- ❖ Continue to promote information about York Regional Police to our diverse communities
- ❖ Ongoing development of a Gender Equity Strategy
- ❖ Enhance e-learning curriculum and develop training, including on pending cannabis legalization
- ❖ Continue implementation of the Mental Health Strategy
- ❖ Ongoing development of an Inclusion Strategy
- ❖ Review of organizational values
- ❖ Ongoing training and education that increases cultural competency and promotes dignity and respect

Operational Excellence

- ❖ Enhance development and implementation of Business Intelligence dashboards and Active Operating Picture
- ❖ Implement an organization-wide ethics framework
- ❖ Enhance response to opioid related occurrences and operational demands to pending cannabis legalization
- ❖ Ongoing emergency exercises with community partners
- ❖ Ongoing coordination and implementation of joint force operations

Superior Quality Service

- ❖ Modernize and enhance alternative calls for service, including developing an online reporting tool for sexual assaults
- ❖ Further develop business continuity planning
- ❖ Continue to review and improve risk management training
- ❖ Ongoing work to explore modern and alternative technologies, including in front-line vehicles and Court Operations
- ❖ Explore opportunities to expand use of Business Intelligence tools across organization
- ❖ Ongoing enhancement to the intelligence hub



APPENDIX B: 2017-2019 BUSINESS PLAN YEAR ONE STATUS REPORT

COMMUNITY FOCUS

OBJECTIVE	1. To maintain public trust and confidence through community engagement
ACTION	1a Enhance engagement, communication and outreach with our community to promote the sharing of information and mutual respect
ACTIVITY	1a (i) Districts to partner with YRP service areas to engage with community members and provide public safety presentations (Year 1 to 3)
STATUS	In Progress
SUMMARY	Throughout 2017, all five Districts, in collaboration with other York Regional Police service areas, engaged with community members to provide public safety awareness. Community Services, for example, was engaged with the Districts to provide public safety presentations to various groups, agencies and residents, including students, seniors, and our diverse communities. Presentation topics included personal safety, fraud prevention, crime prevention, CPTED and employee safety. In addition, Road Safety Bureau was engaged with the Districts to provide traffic and road safety presentations and awareness to residents, including a presentation on Rogers TV. Furthermore, the Districts' Community Oriented Response (COR) Units also partnered with agencies to engage with community members to provide public safety messaging. For example, in #5 District, the COR Unit has partnered with various volunteer agencies in the diverse communities to provide crime prevention tips and to engage with members of the community.
ACTIVITY	1a (ii) District Commanders to have Town Hall meetings with each DCLC (Year 1 to 3)
STATUS	In Progress
SUMMARY	All five Districts have hosted up to four District Community Liaison Committee (DCLC) Town Hall meetings in 2017. Examples of topics discussed included: Sector Policing implementation and how it will enhance service delivery; Trust and confidence in policing; Community Services role and responsibility; Homelessness in York Region and the role of police; and Communication strategies to better serve the community. #4 and #5 Districts have also led Town Hall meetings throughout the community, involving councilors and local DCLC members to discuss crime trends and crime prevention.
ACTION	1b Increase our interaction with children, youth, seniors, persons with disabilities, victims and other vulnerable populations
ACTIVITY	1b (i) Track and report back on District initiatives that increase interaction (Year 1 to 3)
STATUS	In Progress
SUMMARY	All five Districts' initiatives are regularly planned, ongoing and tracked to increase interaction with the community. Some examples of initiatives that interact with children, youth seniors, persons with disabilities, victims and other vulnerable populations include: Project ABC, where #1 District officers spent time speaking with crossing guards, parents, teachers and most importantly students about safety concerns in regards to attending school. March Break Happens initiative, where #3 District officers increased police visibility and engagement in areas of concern to not only deter potential criminal activity during March Break, but also to engage with youth. Charity Basketball Initiative, where #5 District officers together with local high schools and St. Mark's Coptic Church helped raise funds for United Way, while providing an opportunity for further engagement. In addition, in 2017, the Special Victims Unit commenced a dialogue with the "Centre for Men and Families" with a view to providing assistance to men who are victims of sexual violence.

ACTION	1c Provide greater police presence in the community to improve public safety
ACTIVITY	1c (i) Front-Line Patrol Officers will utilize 10% of their time to do community engagement (Year 1 to 3)
STATUS	In Progress
SUMMARY	Front-line police officers from each District continue to make efforts to dedicate 10% of their time to community engagement. Districts have set up strategies and initiatives to ensure ongoing community engagement of front-line police officers. For example, District have identified strategic locations for front-line officer to be proactive and engage with the community. This time is also tracked and measured to ensure front-line officers are regularly engaging with the community. Some of the community engagement activities include: attending complaint areas and engaging community partners, businesses and the public in the area; and also taking time to engage during initiatives like ABC, Park Patrol, and at community and charity events.
ACTIVITY	1c (ii) Coordinate plans with King City for the construction of the policing substation (Chief's goals) (Year 2)
STATUS	In Progress
SUMMARY	The King Community Substation Project officially kicked off early September 2017. Demolition is completed and General Contractor work has commenced on site. Project is on track to be completed by the end of 2018. York Regional Police staff are on site every 2 weeks to participate in project meetings.
ACTIVITY	1c (iii) Conduct foot patrols and/or bike patrols during community event (Year 1 to 3)
STATUS	In Progress
SUMMARY	As part of each Districts focus on community engagement, all five Districts continue to conduct foot and bike patrols during community events. During outdoor community events, identified in the Districts' events calendars, front-line officers are on foot patrol and Community Oriented Response Unit (COR) officers on bike patrol. Officers also conducted ATV patrols, particularly in #3 District. Examples of events, include: Stride for Stokes Run, Canada Day festival, Canada 150 events, Unionville Festivals, ALS Walk, Santa Clause Parade, Winter Carnival, Strawberry Festival, Ribfests, Terry Fox run, etc.

OBJECTIVE	2. To continue developing partnerships within the community focused on a shared sense of ownership for crime prevention and community safety
ACTION	2.a Enhance awareness to the public on our reporting tools, community resources and programs
ACTIVITY	<i>2a (i) Enhance awareness of "Text to 911" for deaf, deafened or hard of hearing populations (year 2)</i>
STATUS	Completed and Ongoing
SUMMARY	Information on Text to 911 for deaf, deafened or hard of hearing population is made available on our external website. Also a media releases was sent out to educate community and media.
ACTIVITY	<i>2a (ii) Enhanced awareness of online services such as reporting and police background checks (year 1-3)</i>
STATUS	In Progress
SUMMARY	In collaboration with Information Technology Bureau, Strategic Services Bureau and Investigative Services, Corporate Communications Bureau is working to redesign online services and reporting, making it more user-friendly. Part of the plan includes increasing public awareness through social media and print products. Corporate Communications also produced print materials and online content to raise awareness of online background checks.
ACTIVITY	<i>2a (iii) Addition of external established crime preventions links on our external website (year 2)</i>
STATUS	In Progress
Summary	Marketed Crime Prevention Month in November 2017 with a four-week campaign that focused on residential, commercial, youth and senior crime prevention tips. In collaboration with Corporate Communication Bureau, Crime Prevention Unit and Districts, ongoing work to address pressing crime prevention issues (e.g., warm-up thefts, car break-ins during the holidays, residential break ins, etc.)
ACTIVITY	<i>2a (iv) Promote the Vulnerable Persons Registry on our external website and with related support agencies (year 1-3)</i>
STATUS	Completed
SUMMARY	Corporate Communication Bureau completed a website revamp, making content more informative and user-friendly. Additionally, the Vulnerable Persons Registry app was developed and educational/awareness pamphlets were distributed within the community.
ACTION	2.b Empower our community partners and leverage their knowledge and resources to proactively manage issues that have an impact on the community
ACTIVITY	<i>2b (i) Educate our community about upcoming changes to Police Services Act (PSA) (year 2-3)</i>
STATUS	Not Started
SUMMARY	NO UPDATE - the Government introduced the Safer Ontario Act, 2017 in November 2017. The Bill is a comprehensive public safety legislation that repeals and replaces the Police Services Act among other public safety related legislation.

ACTIVITY	<i>2b (ii) Establish closer relationship with York Region Public Health Unit (year 2-3)</i>
STATUS	In Progress
SUMMARY	In collaboration with the Region's Public Health, York Regional Police hosted the Legalization and Regulation of Cannabis Cross-Municipal workshop on November 28, 2017. The workshop included representatives from throughout York Region, York Region municipalities, and York Regional Police in the review and response to Ontario's Cannabis Act. The focus was to seek feedback on eight key issues: Retail and distribution structure, possession, places of use, home cultivation, illegal selling - enforcement strategy, public information and awareness, prevention and harm reduction and funding. York Regional Police worked closely with Public Health and York Region Counsel to provide a response back to Standing Committee before the bill passed into legislation.
ACTIVITY	<i>2b (iii) Continue to collaborate with municipal departments to address community issues (year 1-3)</i>
STATUS	In Progress
Summary	All five Districts collaborate with municipal departments on an ongoing basis to address community issues. Some examples include: Quarterly meeting with all municipal bylaw enforcement units and # 1 District to address areas of mutual concern and promote knowledge sharing. Monthly meetings with Road Watch Committee, which include #2 District COR officers, Councilors, community members and town officials meeting to address traffic issues. Meetings with City of Vaughan, TTC and #4 District to discuss the expansion of the subway into the City of Vaughan and possible community issues.
ACTION	2.c Encourage collaboration with our community and policing partners to enhance the capacity of the community to address safety and crime issues
ACTIVITY	<i>2c (i) Community e-newsletter (Carry over from 2014-2016) (year 2-3)</i>
STATUS	In Progress
SUMMARY	YRP.ca serves as a news destination for our community, where we feature news about our latest campaigns, media releases etc. We continue to engage with and educate our community through social media, including Twitter, Facebook and Instagram.
ACTIVITY	<i>2c (ii) Evolve the DCLC's to reflect changes in the PSA regarding community safety and wellbeing (year 2-3)</i>
STATUS	Not Started
SUMMARY	NO UPDATE - the Government introduced the Safer Ontario Act, 2017 in November 2017. The Bill is a comprehensive public safety legislation that repeals and replaces the Police Services Act among other public safety related legislation.

OBJECTIVE	3. To engage youth and community partners to encourage positive police and youth relations
ACTION	3.a Implement strategies that promote positive and respectful relationships, fostering a safe environment for youth in our community
ACTIVITY	<i>3a (i) Implement the YRP Youth Strategy (year 2-3)</i>
STATUS	In Progress
SUMMARY	The Youth Strategy has been approved by the Executive Command Team. A number of the goals have been implemented. Community Services will continue to monitor the progress of the Strategy.
ACTION	3.b Increase engagement and collaboration with youth using interactive tools like social media
ACTIVITY	<i>3b (i) Utilize the most current social media tools to engage with youth (year 1-3)</i>
STATUS	In Progress
SUMMARY	Corporate Communications Bureau is working with Community Services to launch two new apps. One is geared towards young teenagers to address bullying, drugs and mental health. The other targets children to address bicycle, road, Internet and fire safety.
ACTIVITY	<i>3b (ii) Explore options for more officer engagement via social media in conjunction with Corporate Communications (year 2)</i>
STATUS	In Progress
Summary	Corporate Communications Bureau has worked to support the Real Time Operations Centre (RTOC) in expanding their role on our social media channels, providing training, best practices and ongoing assistance.
ACTIVITY	<i>3b (iii) Promote preexisting youth oriented crime prevention and safety messages offered by other agencies (year 1-3)</i>
STATUS	In Progress
SUMMARY	Part of routine business within Corporate Communication Bureau is to support partner safety campaigns and initiatives on social media, such as OACP's Face the Fentanyl, OACAS' #ibreakthesilence and Central LHIN's suicide prevention initiative.
ACTION	3.c Provide greater awareness and education to community partners and parents on crime prevention and personal safety for youth
ACTIVITY	<i>3c (i) Crime prevention app (year 3)</i>
STATUS	Not Started
SUMMARY	No Update

ACTIVITY	<i>3c (ii) Enhancement of the United super hero program (year 1)</i>
STATUS	Completed
SUMMARY	Developed the United League Game App. (January – April 2017). The mobile anti-bullying themed game app was developed in partnership with the Sheridan College Game Lab department. The game allows the player to create their own hero and defeat fowls which are harassing citizens on maps influenced by locations in York Region. The game contains messaging on bullying and a link to resources for young people. The game will be available for free on Android and Apple platforms and promoted in schools by Youth Education Officers. In addition, the United League House was created and showcased during Police Week May 13, 2017. The United League house located at the Community Safety Village was transformed into an interactive educational headquarters for United League members. Young visitors to the hero house are encouraged to take the United League oath and become heroes in their schools and communities. League members pledge to be positive and helpful citizens and uphold the character attributes of the League. Furthermore, a new Superhero was created, named “Unity”. Unity was showcased at WE Day/Fan EXPO (September 28, 2017). WE Day youth event and WE Day Family events hosted at the Air Canada Centre attract 34,000 youth and parents.
ACTIVITY	<i>3c (iii) Add personal wellness service provider links and resources to our website (year 2)</i>
STATUS	Not Started
SUMMARY	No Update
ACTIVITY	<i>3c (iv) Modernize and update crime prevention portion of the website (year 2-3)</i>
STATUS	Not Started
SUMMARY	No Update
ACTIVITY	<i>3c (v) Collaboration with parent and school councils to provide additional crime prevention information (year 1-3)</i>
STATUS	In Progress
SUMMARY	Ongoing collaboration with parent and school councils to provide additional crime prevention information.



APPENDIX B: 2017-2019 BUSINESS PLAN YEAR ONE STATUS REPORT

OPERATIONAL EXCELLENCE

OBJECTIVE	1. To enhance crime detection, suppression and enforcement activities through evidence-based decision making
ACTION	1a Utilize intelligence-based approaches and data to address crimes that affect the community
ACTIVITY	<i>1a (i) Customize Business Intelligence dashboards to aid in intelligence led policing initiatives (year 1-3)</i>
STATUS	In Progress
SUMMARY	Business Intelligence Unit is completing the configuration of the dashboard to aid in intelligence led policing initiatives. The Unit is currently preparing a pilot dashboard with key user groups.
ACTIVITY	<i>1a (ii) Expand pilot of Active Operating Picture (AOP) including training (year 1-3)</i>
STATUS	In Progress
SUMMARY	Business Intelligence Unit implemented AOP and is currently configuring an upgrade (AOP 2.0), which has major enhancements. Currently preparing for testing phase.
ACTION	1b Identify and act upon evolving risks to the community, such as drug production, fraud, cybercrime, human trafficking, organized crime, and our response to persons in crisis
ACTIVITY	<i>1b (i) Coordinate and implement joint force operations to target crime priorities (year 1-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to coordinate and implement joint force operations to target crime priorities. Ongoing projects include: Project Kronik (Toronto Police Service led Joint Force Operation(JFO)); Project Kronik North (York Regional Police led); Project Cartella (Peel Regional Police JFO); Project O-Tremens (CFSEU); Project O-Abyss (TADEU); Project Apollo (AOCTF); and Project Greyskull (AOCTF). York Regional Police also developed a Traditional Organized Crime Task Force. In addition, York Regional Police is also a member of the following ongoing Joint Force Operations: INSET / PATS / CFSEU / JOPIS / BEU / PWEU / YYZ Intelligence / TADEU / CISO / AOCTF.
ACTIVITY	<i>1b (ii) Enhance analysis and response to opioid related occurrences (year 1-2)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to enhance analysis and response to opioid related occurrences, through leading the Community Opioid Education and Response Working Group. In addition, York Regional Police also developed a 'Fentanyl Social Media Campaign'. Furthermore, new protocols/procedure for the safe handling and storage of drug exhibits has been drafted. Lastly, a Business Intelligence dashboard is being developed to capture and analyze opioid related data.
ACTIVITY	<i>1b (iii) Modernization and restructuring of the Organized Crime Bureau (year 1)</i>
STATUS	Completed
SUMMARY	York Regional Police modernized and restructured the Organized Crime Bureau, which included the creation of a Financial Crimes Unit, a Major Project Team and a Traditional Organized Crime Task Force.

ACTION	1c Optimize the use of data to strategically address traffic enforcement and promote traffic safety priorities
ACTIVITY	<i>1c (i) Development of traffic related dashboards(year 1-2)</i>
STATUS	In Progress
SUMMARY	Traffic related dashboards are in place. In addition, AOP is a useful strategic tool which contains information on existing DDACT zones. Further work is planned to develop additional traffic related dashboards.

OBJECTIVE	2. To manage and deploy resources in a responsible and sustainable way
ACTION	2.a Implement the new patrol service delivery model and ensure its continuous evaluation
ACTIVITY	<i>2a (i) Implement the Sector-Based Policing Model in 1, 2, 3 and 4 District (ECT goals) (year 1)</i>
STATUS	Completed
SUMMARY	#5 District Sector-Based Policing Model Pilot was conducted and completed (October 2015 -April 2016). An evaluation of the Pilot recommended implementation of the new Sector-Based Policing Model at all Districts. The new Sector-Based Policing Model was made permanent at #5 District and was implemented at #1 District and #4 District (February 2017). The new Sector-Based Policing Model was extended Region-wide to include #2 District and #3 District (April 2017).
ACTION	2.b Collaborate with partners to ensure we are fully prepared and trained to respond to large-scale events and emergencies in the community
ACTIVITY	<i>2b (i) Coordinate an emergency exercise with the TTC (year 1-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to coordinate emergency exercises with the TTC. In 2017, a TTC DBX Exercise was conducted on March 16, 2017 at the Joint Operations Centre in the City of Vaughan. Also York Regional Police conducted a TTC Tabletop “Lightening Bolt II” on June 26, 2017.
ACTIVITY	<i>2b (ii) Conduct emergency exercises to prepare for large scale emergencies (year 1-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to conduct emergency exercises to prepare for large scale emergencies. In 2017, York Regional Police conducted a GO Transit Train Crash Exercise on April 25, 2017. In addition, on June 9, 2017, Regional Exercise “Storm Support” was conducted. Other emergency exercises that York Regional Police participated in 2017 included: CBRN Exercise at the Markham Stouffville Hospital (June 2017); Town of Richmond Hill Emergency Management Exercise (June 2017); TTC York University Exercise (October 2017); City of Vaughan Annual Exercise “GridEx” (November 2017); City of Markham Annual Exercise “GridEx” (November 2017); and TTC Exercise (December 2017).
ACTION	2.c Effectively deploy and ensure ongoing review of resources to balance workload
ACTIVITY	<i>2c (i) Conduct review of the Marine Unit (Chief’s goals) (year 1)</i>
STATUS	Completed
SUMMARY	York Regional Police completed a review of the Marine Unit. Marine Facility Direct Purchase with MSR Holdings Inc. has been completed and signed off with the Police Services Board and Region of York for land in Jackson’s Point for a Marine Facility. Redeployed 1 Sergeant from the Marine Unit back to the road. Amended Procedure LE-035 Waterways Policing. Also added tow fee to operators that require a tow.

ACTIVITY	<i>2c (ii) Complete a review of the current Deployment Chart and update scheduling software (ECT goals) (year 1)</i>
STATUS	Completed and Ongoing
SUMMARY	Update to Telestaff complete with upgrade scheduled to go live end of February 2018. Completed a review of the Deployment Chart, resulting in the development of the Staffing Management Report, which replaced the Deployment Chart (March 2017). An automate Staffing Management Chart is planned for 2019.

OBJECTIVE	3. To enhance organizational effectiveness and reinforce our high standard of professionalism
ACTION	3.a Implement an organization-wide ethics framework
ACTIVITY	<i>3a (i) Creation of an ethics framework (year 1-2)</i>
STATUS	In Progress
SUMMARY	An advisory committee comprised of both sworn and civilian members was established to provide a formal framework of ethics governance. The Committee provides oversight to an ethics program at York Regional Police which will ensure a coordinated approach to mitigating ethical risk. In addition, the ultimate goal of the Committee will be to institutionalize ethics within York Regional Police.
ACTION	3.b Utilize data and tools such as business intelligence to support organizational effectiveness and performance
ACTIVITY	<i>3b (i) Enhancement of electronic dashboards (ECT goals) (year 1-3)</i>
STATUS	In Progress
SUMMARY	Enhancements of electronic dashboards are ongoing. The Business Intelligence Unit is in the process of completing the configuration of the dashboards; and is preparing to pilot dashboards with key user groups.
ACTION	3.c Ensure a high level of customer service and professionalism when interacting with the public
ACTIVITY	<i>3c (i) Administer customer service standards audit (year 1-3)</i>
STATUS	In Progress
SUMMARY	Customer service standards audit is administered on an annual basis as part of the Quality Service Standards Audit. The audit is completed in accordance with Customer Service Board Policy # 04/09 and reviews organizational compliance with each of the 13 Quality Service Standards. The Standards include consideration for areas such as courteous and respectful service, which reviews officer conduct during traffic stops and front desk reception and complaint management in which secret shoppers are used to evaluate member performance.
ACTIVITY	<i>3c (ii) Enhanced skills and awareness focusing on ethics and respect in the workplace (year 3)</i>
STATUS	In Progress
SUMMARY	Professionalism through Ethics Committee has been established in December 2017 with a overall goal to institutionalize an ethics program. The Committee's work is planned to enhance skills and awareness on ethics and respect in the workplace.



APPENDIX B: 2017-2019 BUSINESS PLAN YEAR ONE STATUS REPORT

PREFERRED PLACE OF EMPLOYMENT

OBJECTIVE	1. To promote York Regional Police as an equitable and inclusive employer
ACTION	1a Deliver equitable and inclusive recruitment initiatives to reflect our diverse communities
ACTIVITY	<i>1a (i) Promote YRP as an equitable and inclusive employer in our corporate messaging (year 1-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to promote itself as an equitable and inclusive employer. Our commitment to equity, diversity and inclusivity is demonstrated both internally and externally. For examples, to support recruiting diverse members to our organization, York Regional Police includes our recognition and award as the Greater Toronto Area's Top 100 Employer for three years in a row. We also incorporated a focus on diversity into our current sworn recruiting campaign. Additionally, Corporate Communication Bureau supports all of York Regional Police's internal Support Networks through events, social media and strategic communications. Furthermore, recruit information sessions always speak to the opportunities and the inclusivity at York Regional Police. Partnering with Diversity Unit at numerous outreach events and attend diverse cultural events to attract interest in becoming police officers.
ACTION	1b Collaborate with diverse community partners to promote policing as a desirable profession
ACTIVITY	<i>1b (i) Post job postings in different languages, possibly in cultural newspapers (year 1-3)</i>
STATUS	In Progress
SUMMARY	The Corporate Communications Bureau works with Uniform Recruiting to produce culture-specific recruiting material for use in diverse media outlets and commercial spaces in diverse communities. Advertising has been done in different languages in community newspapers and we attended over 80 outreach events.
ACTIVITY	<i>1b (ii) Create external promotional material in different languages (year 2-3)</i>
STATUS	In Progress
SUMMARY	Continue to develop external material in different languages. In 2017, for example, we developed pamphlets on distraction thefts in both Simplified Chinese and Italian.
ACTION	1c Implement internal strategies and initiatives that promote the values of equality, diversity and social inclusion
ACTIVITY	<i>1c (i) Creation of Women in Policing/Gender Strategy (year 3)</i>
STATUS	In Progress
SUMMARY	Ongoing development of the Gender Equity Strategy. Currently researching the areas of concern with respect to women in police. Plan to begin developing solutions, recommendations and training in 2018.

ACTIVITY	<i>1c (ii) Develop an inclusion strategy in partnership with the Chief's Equity Advisory Committee (Carry over 2014-2016) (year 3)</i>
STATUS	In Progress
SUMMARY	Continue to develop an Inclusion Strategy in partnership with the Chief's Equity Advisory Committee. Some recent activities include: Collaborating with the Canadian Centre for Diversity and Inclusion (CCDI) to formulate a Diversity Census Tool (October 2017). Collaborating with Corporate Development to develop an Inclusivity Training Framework. This framework is directly linked to an Inclusive Workplace Competencies that examines personal principles, behaviours, and underpinning knowledge, which characterizes an inclusive workplace and environment (January 2018).
ACTIVITY	<i>1c (iii) Implement Ontario's anti-racism strategy Bill 173 (year 2-3)</i>
STATUS	Not Started
SUMMARY	Planned to start in 2018

OBJECTIVE	2. To provide learning and personal growth opportunities that strengthen members' skills and core competencies
ACTION	2.a Advance the use of technology and tools to provide alternative training and learning opportunities for members
ACTIVITY	<i>2a (i) Improvements to YRPNet (Carry over from 2014-2016) (year 3)</i>
STATUS	In Progress
SUMMARY	Improvements to YRPNet have commenced. Dynamic Owl has been selected as the vendor. Work on the new intranet is currently underway and should be substantially completed by Q2 2018. There is a plan to officially launch the new intranet Spring 2018.
ACTIVITY	<i>2a (ii) Completion of new training facility including state of the art gun range and simulation technology (year 1)</i>
STATUS	Completed
SUMMARY	New training facility is completed. Staff moved into the new Facility early May 2017 and the facility is fully operational. Since the new Training Facility opened, we have hosted 227 training sessions with 2,693 members in attendance. Members are enjoying the advances in technology, both in and out of the classroom, as well as the spacious facility, locker access, easy parking and comfortable classrooms.
ACTIVITY	<i>2a (iii) Enhanced e-learning curriculum (year 2-3)</i>
STATUS	In Progress
SUMMARY	Enhancements to e-learning curriculum is an ongoing initiative.
ACTION	2.b Enhance our leadership training
ACTIVITY	<i>2b (i) Implement Executive Leadership training in partnership with the Region of York (York Leads) (year 1-2)</i>
STATUS	In Progress
SUMMARY	Through the YorkLeads program, York Regional Police in collaboration with the Regional Municipality of York have developed and held two classes of the YorkLeads Program 101 and 301 in 2017. 101 was completed in first half of 2017 and 301 was completed in November 2017. YorkLeads 201 class is currently being developed to roll out in 2018.
ACTION	2.c Build sustainable and collaborative community partnerships that support and celebrate our diverse communities
ACTIVITY	<i>2c (i) Increasing member cultural competency (year 1-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to increase member cultural competency through various training and awareness activities. Examples include: the Transgender Awareness for In-Service Communications Call-Takers (January 2017); Human Rights e-learning 101 – Mandatory compliance by March 2017; First Nations Metis Inuit Community Talks (October 2017); Transgender Day of Remembrance education session (November 2017). In addition, a comprehensive Equity & Inclusion Training Program is currently in development. Furthermore, York Regional Police has continued the Places of Worship Tours for members 3 times per year.

ACTIVITY	<i>2c (ii) Human Rights 101 e-learning (year 1)</i>
STATUS	Completed
SUMMARY	The Human Rights 101 e-learning course was launched on March 1, 2017 and made mandatory for all members (Chief's Order 1-2017). All new members (sworn and civilian) are signed up for this training.
ACTIVITY	<i>2c (iii) Mandatory indigenous and anti-racism training as per Bill 173 (year 2-3)</i>
STATUS	Not Started
SUMMARY	Planning to begin in 2018.

OBJECTIVE	3. To create a healthy and engaging workplace
ACTION	3.a Enhance awareness and understanding of health and wellness services to all members and their families
ACTIVITY	<i>3a (i) Implement the Mental Health Strategy (ECT goals) (year 1-2)</i>
STATUS	In Progress
SUMMARY	Ongoing five year plan to implement the Mental Health Strategy. This includes the rollout of anti-bullying and mental health accommodation training from Canadian Mental Health Association (CMHA), which began in February 2017. In addition, the PTSD Prevention Plan was submitted to the Ministry of Labour in April 2017. Furthermore, a dedicated Psychological Services Unit was established, which took over the administration of Project Safeguard in October 2017. The Psychological Services Unit will have a second psychologist in Q1 of 2018.
ACTIVITY	<i>3a (ii) Create a substance abuse procedure (Carry over from 2014-2016) (year 2)</i>
STATUS	Not Started
SUMMARY	Planning to create procedure in 2018.
ACTIVITY	<i>3a (iii) Deliver Canadian Mental Health Association (CMHA) Workplace Wellness training to all supervisors (Carry over from 2014-2016) (year 1)</i>
STATUS	In Progress
SUMMARY	Canadian Mental Health Association (CMHA) Workplace Wellness training for all supervisors began in February 2017. Anticipated completion date is February 2018 for all active uniform and civilian supervisors.
ACTIVITY	<i>3a (iv) Implement an Attendance Support Program (ECT goals) (year 1)</i>
STATUS	In Progress
SUMMARY	Quality Assurance Unit has reviewed and revised the final draft of AI-363 Employee Attendance Support Program and it is currently in final approvals. Training initiatives (Video/flowchart) are in final stages, set to rollout with procedure in January 2018. In-class training to be scheduled through Training & Education Bureau after video rollout.
ACTIVITY	<i>3a (v) HR to review placement of accommodated staff members to enhance deployment of human resources (year 1-3)</i>
STATUS	In Progress
SUMMARY	Ongoing review of placement of accommodated staff members to enhance deployment of human resources. To date, Human Resources Bureau has completed position reviews on the GoReader Unit, Courier position, and the Recruiting Agent positions. We continue to explore various positions around the organization to determine roles and positions we can better utilize accommodated members in.
ACTION	3.b Develop meaningful ways to improve the impact of employee engagement
ACTIVITY	<i>3b (i) Develop new methods to further enhance ECT and member engagement (year 1-2)</i>
STATUS	In Progress
SUMMARY	The Corporate Communications Bureau continues to incorporate opportunities for Executive Command Team engagement into communication campaigns and strategies. This will also be an area of focus within a revamped internal communications plan, which is in development. Additionally, the former Chief's Breakfast Meetings have been re-branded in 2017 as "Breakfast Banter", to allow for greater opportunities for engagement and feedback.

ACTIVITY	<i>3b (ii) Create dashboards on wellness and return to work metrics (year 3)</i>
STATUS	In Progress
SUMMARY	A dashboard was developed that includes wellness metrics. More work is being done to develop more specific metrics related to wellness and return to work.
ACTIVITY	<i>3b (iii) Review internal communication strategy (year 2)</i>
STATUS	Not Started
SUMMARY	Planned for 2018
ACTION	3.c Continue to encourage a work environment that promotes dignity and respect
ACTIVITY	<i>3c (i) Implement York Leads 301 project – civility and respect strategy (year 1-2)</i>
STATUS	In Progress
SUMMARY	YorkLeads Project Team on Civility and Respect Strategy have development a project plan, conducted best practice research, surveys, focus groups and key stakeholder interviews. The team has developed recommendations and change management plan, presentation and report that was presented to the Executive Command Team.
ACTIVITY	<i>3c (ii) Continue to promote member resiliency (mindfulness based resiliency training) and provide places to practice or organize group sessions (year 1-3)</i>
STATUS	In Progress
SUMMARY	Ongoing promotion of member resiliency through mindfulness based resiliency training. There are currently four mindfulness courses scheduled for 2018, with a part two of the course being introduced. There were four courses held in 2017.
ACTIVITY	<i>3c (iii) Review of organizational values and code of ethics (year 2)</i>
STATUS	Not Started
SUMMARY	The review of organizational values and code of ethics has been tasked to the newly created Professionalism through Ethics Committee. The work to review the Core Values has not started.



APPENDIX B: 2017-2019 BUSINESS PLAN YEAR ONE STATUS REPORT

SUPERIOR QUALITY SERVICE

OBJECTIVE	1. To support the modernization of policing throughout the organization
ACTION	1a Review and evaluate key business processes and programs to improve efficiencies
ACTIVITY	<i>1a (i) York Leads 301 project to review member performance appraisal process (year 1-2)</i>
STATUS	In Progress
SUMMARY	The YorkLeads 301 project to review member performance appraisal process is completed and its recommendations have been presented in January 2018 to the ECT.
ACTIVITY	<i>1a (ii) Front desk operations review (year 1)</i>
STATUS	Completed
SUMMARY	A District front desk operations review was conducted in 2017. The review, which focused on the front desk operations at #5 District, studied the activities at the front desk that took place 7 pm to 7 am and focused on: legislative responsibilities; risks to the public; financial responsibilities; number of reports filed on RMS by front desk staff; number of prisoners lodged; number of phone calls made and received; number of offender sign-ins; usage of the Community Room; number of citizens that approached the front desk; cost of outfitting #5 District with adequate security features. The review team comprised of sworn and civilian members that observed and tracked security footage of the front desk and counted how many members of the public attended and engaged the front desk staff. Video was reviewed from January 1, 2016 to January 1, 2017.
ACTIVITY	<i>1a (iii) Review property crime response for efficiencies (year 1)</i>
STATUS	Completed and Ongoing
SUMMARY	York Regional Police continuously reviews and evaluates business processes and programs to improve efficiencies, including our service delivery response to property crimes. In 2017, the Planning, Research and Evaluation Unit assessed current practices, workload and community impacts related to service delivery response to property offences. Through the review, it was found that the online reporting tool was not being utilized to its full potential, as many calls to businesses are being dispatched to front-line officers. As such, a priority for 2018 is to increase use of online reporting, saving front-line resources and increasing overall efficiencies. For example, a pilot project is being proposed for 2018 with the Liquor Control Board of Ontario (LCBO) that streamlines and improves how LCBO retailers report thefts. Using an online reporting tool, LCBO retailers will report thefts online. front-line officers in these occurrences would not be involved, unless LCBO staff feel safety is at risk.

ACTIVITY	1a (iv) Conduct a review of unfounded sexual assault incidents (year 1)
STATUS	Completed
SUMMARY	York Regional Police completed a review of unfounded sexual assault incidents. 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 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.
ACTION	1b Examine innovative ways to deliver our services through alternative methods
ACTIVITY	1b (i) Continue to explore alternate service delivery opportunities (year 1-3)
STATUS	In Progress
SUMMARY	Through York Regional Police's commitment to modernization, we are exploring, recommending and implementing innovative and efficient projects, initiatives and processes that result in: saving front-line time, organizational resources, increased front-line officer availability and enhance services. In 2017 York Regional Police has implemented a number of modernization projects and enhancements including: updating the Safe Arrival Program in the Police School Protocol to reflect best practices; and, launching a secure online portal to report lost parcels containing medicinal cannabis/marihuana product(s). It is anticipated that these two enhancements will save the organization over 900 hours of front-line resources.
ACTIVITY	1b (ii) Modernize search and rescue capabilities by developing a partnership with the Ontario Volunteer Emergency Response Team (year 1)
STATUS	Completed
SUMMARY	York Regional Police has modernized its search and rescue capabilities by developing a partnership with the Ontario Volunteer Emergency Response Team (OVERT). On July 1, 2017, the partnership with the OVERT was fully implemented. Procedure ER 007 - Ground Search for Lost or Missing Persons or Evidence has been updated to incorporate this new partnership on June 2017.
ACTION	1c Ensure a culture of risk management is embedded in our processes and practices
ACTIVITY	1c (i) Transfer SAP and departmental MVCs to Training and Education Bureau (year 1)
STATUS	Completed and Ongoing
SUMMARY	The Suspect Apprehension Pursuit (SAP) review process was successfully transferred to the Police Vehicle operations (PVO) from the Quality Assurance and Risk Management Unit in April 2017. Procedure LE-045 Suspect Apprehension Pursuits is currently under review reflecting this revised process and is anticipated to be released in Q4 of 2017. The transfer of departmental MVCs to the PVO Unit will be reflected in procedural changes in the near future.

ACTIVITY	<i>1c (ii) Develop business continuity planning for York Regional Police (year 1-3)</i>
STATUS	In Progress
SUMMARY	Business continuity planning is ongoing. York Regional Police is currently in phase 1 and 2 of business continuity process for areas of the organization.
ACTIVITY	<i>1c (iii) Review current risk management training provided to Front-Line and supervisors (year 2)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to review risk management training that is provided to front-line and supervisors. In 2017, a refresh was made to risk training presentation. In addition, ongoing implementation of the “Back to Basics” Roll Call training program, which has been developed to assist front-line uniformed officers in the performance of their duties. Since its inception in 2016, a series of short videos were produced, including exercises, and group discussion facilitated by platoon sergeants during parade. Each session covers a single topic which has come to the attention of the Crown Attorney’s office and/or Legal Services as an area where some review would be beneficial. In 2016, three videos were created: Investigative Detention, Vehicle Searches and Arrests in Dwellings. In 2017, an additional video was produced: Drinking and Driving Investigations. The video review the law, procedures, authorities, and articulates what is required for officers to successfully deal with similar events. Two additional videos are being developed and will be launched in 2018. The topics of the videos relate to family law; and residential tenant disputes.
ACTIVITY	<i>1c (iv) Review Operational Plan procedure (year 2)</i>
STATUS	In Progress
SUMMARY	The Operational Plan procedure is complete, currently being reviewed by senior management.

OBJECTIVE	2. To use existing and emerging technologies to achieve our strategic and operational objectives
ACTION	2.a Explore alternative options for communication and reporting
ACTIVITY	<i>2a (i) Enhance online reporting including the exploring the option of reporting historical crimes online (year 2-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police has committed to enhancing online reporting, including the option of reporting historical crimes online. As such, a plan is in place to launch an online reporting tool to report sexual assaults, enabling direct reporting to a qualified sexual assault investigator in the Special Victims Unit. The new online reporting tool which is currently in development, is planned to go live in Q1/Q2 2018 and will provide 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, non-emergencies (i.e., 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.
ACTION	2.b Leverage more technology options that advance our members' effectiveness and efficiency
ACTIVITY	<i>2b (i) UAV pilot as a replacement for traditional ROV's (year 1)</i>
STATUS	Completed and Ongoing
SUMMARY	York Regional Police continues to leverage more technology options, such as the use of an Unmanned Aerial Vehicle (UAV) that advances our members' effectiveness and efficiency. In 2017, we have consistently used an UAV during investigations and other operational matters. As set out in the recently developed Procedure LE-388 "Unmanned Aerial Vehicle (UAV) Operations", operational flights are conducted to obtain digital aerial images and video for the purpose of investigating a major traffic collision or incident. In addition, the UAV is also used for recording critical infrastructure for the purpose of Incident Response and Major Incident Management; search and rescue purposes; and any other incidents deemed necessary for the assistance of a public safety concern or investigation.
ACTIVITY	<i>2b (ii) Implementation of BI/AOP in vehicle (year 1)</i>
STATUS	Completed and Ongoing
SUMMARY	The Active Operating Picture (AOP) has been implemented in all vehicles as of September 2017. New layers and functionality are currently being added.
ACTIVITY	<i>2b (iii) Explore alternative technology use in vehicles (year 1-3)</i>
STATUS	In Progress
SUMMARY	A Mobility Working Group, consisting of representatives from Operational Command, Infrastructure Services, front-line officers from each District, Information Technology and Technical Support and Toronto Police has been formed to explore the options available for modernization of policing and in particular focusing on alternative technologies in the front-line vehicle. The group is currently exploring options for tablet/laptop to be docked in the vehicle. In addition, the group is also exploring the possibility of a smart phone with capabilities to be docked in the vehicle; and a voice command application to reduce the need to type on a keyboard, which would increase speed of information input, reduce ergonomic concerns related to twisting and typing on mounted keyboards in the centre dash area of the vehicle.

ACTIVITY	<i>2b (iv) Review data governance model and digital evidence management system (Carry over from 2014-2016) (year 2-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police is currently working on SharePoint as a solution to support data governance and digital evidence management systems.
ACTIVITY	<i>2b (v) Review cloud solutions for York Regional Police (year 3)</i>
STATUS	In Progress
SUMMARY	Currently, all new IT software purchases are required to be cloud enabled. IT is working towards migrating to a cloud solution.
ACTION	2.c Enhance connectivity and co-ordinate resources with our community partners
ACTIVITY	<i>2c (i) Explore memorandum of understanding possibilities with community stakeholders (year 1-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to explore memorandums of understanding and other partnerships with community stakeholders. In 2017, York Regional Police entered into a memorandum of understand (MOU) with the Ontario Volunteer Emergency Response Team (OVERT) on July 1, 2017 for search and rescue operations. In addition, a Committee was formed to enhance the interoperability of York Regional Police, Fire and Paramedic Services surrounding major Events.
ACTIVITY	<i>2c (ii) Explore cost recovery options for the P25 radio systems (year 1)</i>
STATUS	Completed and Ongoing
SUMMARY	York Regional Police continues to explore cost recovery options for the P25 radio system. In fact, in 2017, York Regional Police has added users to the P25 radio system, including Regional Roads (300 users). It is anticipated that by Q1/Q2 2018 Aurora By-Law (10 users) and Parks Canada (20 users) will also be added to the P25 radio system.
ACTIVITY	<i>2c (iii) Establish secure disaster recovery site (Carry over 2014-2016)</i>
STATUS	In Progress
SUMMARY	York Regional Police is currently in the research phase of establishing a secure disaster recovery site. We are currently exploring the possibility of a common disaster recovery site with other similar organizations.

OBJECTIVE	3. To ensure policing practices respond to our changing community
ACTION	3.a Improve our members' knowledge of the social and community issues in the neighbourhoods they police
ACTIVITY	<i>3a (i) Enhanced data sharing with partners (Census data, Environics data, Data Consortium) (year 1-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to enhance data sharing with partners. In 2017, we shared information with a number of our key partners, including York Region, the Ministry of Community Safety and Correctional Services, Canadian Association of Chiefs of Police (Police Information and Statistics), Major Cities Chief Association, Public Health, York Regional Police Services Board, and other police agencies. Examples of data sharing that took place in 2017, include: mental health statistics report; York Region census data; Viclas/MCM report to Ministry of Community Safety and Correctional Services; MBN Canada data submissions; Environics survey; development of the Corporate Strategic Plan Measurement Library with York Region; York Region Data Consortium conference; Community Data program activities; Various Business Intelligence presentations to our key partners and stakeholders; participation on CACP POLIS sub-committee; Environics and Census data available to all York Regional Police members in Active Operating Picture (AOP); and Major Cities Chief Association statistical data provided quarterly.
ACTIVITY	<i>3a (ii) Explore additional opportunities to use BI tools to assist in directed patrol activities and community engagement activities (year 1-2)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to explore opportunities to use Business Intelligence tools to assist in directed patrol activities and community engagement. Business Intelligence tools are being piloted in various districts to aid in directed patrol initiatives across the Region. In addition, we are continuing to expand this functionality with the implementation of AOP 2.0.
ACTIVITY	<i>3a (iii) Explore possible enhancements to the intelligence hub (year 2)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to explore enhancements to the intelligence hub. For example, a proposal is in place for 2018 to enhance staffing and route all Crime Stopper information as well as all enforcement proposals (Initiatives and Projects) from Districts and Investigative Units through the Intelligence Hub for a proper intelligence assessment. In addition, there are plans for Q4 of 2018 to utilize Business Intelligence tools as part of the York Regional Police Specific Threat Assessment to build a 'real time' threat assessment dashboard for front-line officers and investigative enforcement units.
ACTIVITY	<i>3a (iv) Provide external reports on crime trends (year 2)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to provide external reports on crime trends. In 2017, the Strategic Intelligence Unit (Protective Services Section) has begun preparing Event Assessments that are provided to our security partner agencies. In addition, York Regional Police Crime Trends are reported to all Ontario Police Agencies at quarterly meetings hosted by the Criminal Intelligence Service Ontario (CISO). Furthermore, external intelligence reporting on crime trends are presented monthly at the RCMP and CISO hosted meetings for the Intelligence Coordination Group/Joint Analytical Working Group.

ACTIVITY	<i>3a (v) Provide external intelligence reports to our partners (year 2)</i>
STATUS	In Progress
SUMMARY	The York Regional Police Intelligence Hub continues to disseminate all Intelligence Reports produced by York Regional Police Officers to the appropriate partner agencies.
ACTION	3.b Enhance our relationships with new Canadians in order to promote trust in police
ACTIVITY	<i>3b (i) Collaboration with various units to deliver safety awareness sessions at Welcome Centres (Include Major Frauds, Special Victims, IDVU, Marine) (year 1-3)</i>
STATUS	In Progress
SUMMARY	York Regional Police bureaus, units and external partners continue to collaborate to deliver safety awareness to Welcome Centres throughout York Region. Some examples in 2017 include, BASSIC Seniors Session delivered by Major Frauds and Paramedic Services; Water Safety Presentation at Newmarket and Markham North Welcome Centres delivered by Marine Unit; and Emergency Preparedness sessions delivered by Diversity Unit officers, Fire prevention and Paramedic Services.
ACTION	3.c Further prepare the organization to address regional changes associated with urban intensification
ACTIVITY	<i>3c (i) Develop E-learning training regarding the subway extension (year 1)</i>
STATUS	Completed
SUMMARY	E-Learning training regarding the subway extension was developed. An e-Learning course titled "Police Response to a Track Level Emergency" was developed and made available to selected members of #4 District in April 2017. Course is available for all members through the York Regional Police Learning Management System.
ACTIVITY	<i>3c (ii) District Commanders to meet with Mayor and Economic Development staff to discuss impacts of intensification (year 1)</i>
STATUS	Completed and Ongoing
SUMMARY	District commanders continue to meet with their respective mayors and economic development staff to discuss impacts of intensification. Information from these meetings are shared with the Planning, Research and Evaluation Unit.
ACTIVITY	<i>3c (iii) Planning, Research and Evaluation to meet with Regional staff regarding development in York Region (year 1-3)</i>
STATUS	In Progress
SUMMARY	Planning, Research and Evaluation Unit staff have met with Regional and municipal staff regarding development in York Region. In 2017, Unit staff have either received information or met with municipal partners and York Region from Newmarket, Vaughan, Markham and information from York Region on building permits and short term growth forecasts.
ACTIVITY	<i>3c (iv) Complete 6 month (in 2017) and 12 month (in 2018) sector evaluations (year 1-2)</i>
STATUS	In Progress
SUMMARY	York Regional Police continues to monitor and evaluate the progress of Sector Model Policing. A 6-month evaluation was completed for #5 District Sector Model Policing Pilot; however, since the Sector Model Policing was expanded to all five districts, the one year evaluation has been expanded to include all districts. The one year evaluation will commence in April 2018.

ACTIVITY	<i>3c (v) Review and update facilities plan (year 1)</i>
STATUS	Completed
SUMMARY	A review and update of the facilities plan is complete. ORH (Operational Research in Health Limited) completed the York Regional Police Master Accommodation Plan in September 2016. The plan was presented to the Police Services Board in February 2017.

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 14, 2018

Annual Report on Freedom of Information Access Requests

RECOMMENDATION

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

SYNOPSIS

The Freedom of Information Unit received 3,240 requests for access to York Regional Police records and responded to ten appeals to the Information and Privacy Commissioner in 2017.

FINANCIAL IMPLICATIONS

Not Applicable.

BACKGROUND

The *Municipal Freedom of Information and Protection of Privacy Act* (the “Act”) provides a right of access to information under the control of institutions in accordance with the principles that information should be available to the public, necessary exemptions from the right of access should be limited and specific, and decisions on the disclosure of information should be reviewed independently of the institution controlling the information.

The *Act* protects the privacy of individuals with respect to personal information about themselves held by institutions and provides individuals with a right of access to that information.

The Freedom of Information Unit ("FOI Unit") processes requests for access to York Regional Police records from members of the public, government agencies and other organizations. The FOI Unit also responds to appeals to the Information and Privacy Commissioner (the "IPC") and acts as a resource for York Regional Police members with respect to privacy legislation and the sharing of police records.

In accordance with section 5.1 of By-Law No. 09-15, a By-Law to Establish Administration Policies for *Municipal Freedom of Information and Protection of Privacy Act* Access Requests:

The Chief of Police shall report to the Board annually on access requests under the Act for the York Regional Police and it shall include the following information as it compares with the previous year:

- *total number of access requests;*
- *total number of appeals; and*
- *outcome of the appeals.*

In 2017, the FOI Unit received 3,240 access requests as compared to 3,311 requests in 2016.

Ten of the FOI Unit's access decisions were appealed to the IPC in 2017 as compared to seven appeals in 2016.

Eight of these appeals were successfully resolved through mediation. One appeal is still pending before the IPC. One appeal was dismissed at the intake stage by the IPC as the appeal had not been filed within 30 days of the decision.

Update on 2015 and 2016 Appeals:

Two appeals from 2015 were resolved through mediation in 2017.

Two appeals from 2016 were resolved through mediation in 2017.

Appeal Decisions:

On January 30, 2017, the IPC released Order MA15-519 in response to an appeal that was filed in 2015. The appellant had submitted a request for police records relating to a complaint he filed against an individual he alleged assaulted him. The appellant was granted partial access to the occurrence report and officers' notes with the personal information of third parties redacted. On appeal, the requester sought access to a third party's address and telephone number. The IPC dismissed the appeal finding that York Regional Police had properly exercised their discretion to withhold the third party's personal information.

On October 31, 2017, the IPC released Order MA15-313 in response to an appeal that was filed in 2015. The appellant had submitted a request for access to a particular motor vehicle collision ("MVC") report. York Regional Police denied access to the report on the basis that the report

was available for sale to the public. The requester appealed the decision and argued that, as a party to the collision, she had a right to free and complete disclosure of the MVC report. However, at the time of the original request, York Regional Police sold MVC reports to the public at a cost of \$320 plus HST. Since the report was available to the public for purchase, York Regional Police argued that it was entitled to refuse to disclose the record for free. The IPC agreed with the police service's position and dismissed the appeal.

André Crawford
Acting Chief of Police

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Accessible formats or communication supports are available upon request.

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 14, 2018

Annual Report on the Disposal of Assets - 2017

RECOMMENDATION

1. That the Board receive this report for information.

SYNOPSIS

This report is to advise the Board of the disposal of surplus vehicles and parts in 2017 totalling \$498,390 in accordance with the annual reporting requirement of Purchasing By-law No. 10-17 Section 19.4.

FINANCIAL IMPLICATIONS

Funds totalling \$374,100 were included in the 2017 Fleet Operating Budget for auction proceed revenues from the sale of vehicles and parts. The disposals in 2017 included 94 vehicles and totalled \$498,390, a 2% increase in comparison to 120 vehicles and \$486,226 in 2016. The 2017 surplus residual of \$124,290 was used to offset the tax-levy requirements from 2017 Operating spending.

BACKGROUND

Purchasing By-law No. 10-17 Section 19 provides a process for the transfer, sale, disposal or donation of surplus assets. The 2017 sales met all of the criteria within Section 19 and need to be reported to the Board on an annual basis.

In 2017, York Regional Police received \$498,390 for the sale of assets, comprised exclusively of auction proceeds from vehicle and parts sales, as follow.

Vehicle and Parts Disposal Summary

Vehicle Type	Number of Disposals	Amount
Sedan	33	\$120,079
Utility	22	\$127,200
Vans	25	\$143,298
Trucks	7	\$65,058
Other	6	\$24,192
Bus	1	\$4,500
Parts		\$480
Scrap Metal		\$400
Tires		\$13,183
Total	94	\$498,390

A detailed list of the sale and disposal of assets is attached to this report as Appendix A.

André Crawford
Acting Chief of Police

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Accessible formats or communication supports are available upon request.

Appendix A - Disposal of Assets Detail

Description	KM	Auctioneer/Purchaser	Original Purchase Price	Proceeds
2006 Dodge Sprinter	83,813	North Toronto Auctions	\$41,435	\$8928
2007 Ford Econoline	134,364	North Toronto Auctions	\$25,610	\$4,320
2008 Chev Impala	56,544	North Toronto Auctions	\$23,357	\$2,784
2008 Chev Impala	77,417	North Toronto Auctions	\$23,357	\$2,688
2008 Chev Impala	64,484	North Toronto Auctions	\$23,357	\$768
2008 Dodge Gr Caravan	66,992	North Toronto Auctions	\$21,214	\$5,760
2008 Dodge GR Caravan	101,885	North Toronto Auctions	\$20,479	\$3,840
2008 Dodge GR Caravan	79,920	North Toronto Auctions	\$20,196	\$4,512
2008 Dodge GR Caravan	49,020	North Toronto Auctions	\$20,196	\$4,032
2008 Dodge GR Caravan	74,177	North Toronto Auctions	\$20,196	\$4,800
2008 Dodge GR Caravan	54,428	North Toronto Auctions	\$20,305	\$4,512
2008 Dodge RAM P/U	113,180	North Toronto Auctions	\$22,566	\$3,360
2008 Ford F150XL	130,514	North Toronto Auctions	\$21,253	\$5,376
2009 Chevrolet Malibu LS	118,022	North Toronto Auctions	\$19,639	\$3,456
2009 Chevrolet Malibu LS	63,050	North Toronto Auctions	\$23,395	\$4,992
2009 Chevrolet Malibu LT	129,833	North Toronto Auctions	\$22,244	\$3,744
2009 Chevrolet Tahoe	113,072	North Toronto Auctions	\$34,273	\$7,968
2009 Dodge Caravan	141,261	North Toronto Auctions	\$20,854	\$4,224
2009 Dodge Caravan SE	138,320	North Toronto Auctions	\$18,686	\$4,128
2009 Ford F150	167,775	North Toronto Auctions	\$24,426	\$8,160
2009 Ford Fusion	76,403	North Toronto Auctions	\$16,616	\$3,840
2009 Mazda 5	63,804	North Toronto Auctions	\$17,905	\$3,744
2010 Chevrolet Express	225,179	North Toronto Auctions	\$29,281	\$6,336
2010 Chevrolet Express	233,833	North Toronto Auctions	\$29,281	\$7,200
2010 Dodge Caravan SE	95,218	North Toronto Auctions	\$22,376	\$6,720
2010 Dodge Caravan SE	116,632	North Toronto Auctions	\$22,147	\$5,856
2010 Dodge Caravan SE	132,645	North Toronto Auctions	\$22,010	\$4,896
2010 Dodge Caravan SE	125,923	North Toronto Auctions	\$22,147	\$5,376
2010 Dodge Caravan SE	118,771	North Toronto Auctions	\$22,147	\$5,760
2010 Chevrolet Tahoe		North Toronto Auctions	\$39,525	\$6,048
2010 Ford Crown Victoria	117,139	North Toronto Auctions	\$29,058	\$864
2010 Ford F150 XLT	163,018	North Toronto Auctions	\$22,617	\$11,136
2010 Ford F150 XLT	141,659	North Toronto Auctions	\$22,617	\$9,666
2010 Ford Transit Connect	138,881	North Toronto Auctions	\$27,860	\$5,568
2010 Ford Transit Connect	129,076	North Toronto Auctions	\$27,854	\$5,760
2010 Ford Focus SE	82,666	North Toronto Auctions	\$16,220	\$4,320
2010 Yamaha Snowmobile	1,942	North Toronto Auctions	\$9,861	\$4,320
2010 Yamaha Snowmobile	2,301	North Toronto Auctions	\$9861	\$4,032
2011 Chevrolet Impala	118,774	North Toronto Auctions	\$22,149	\$3,552
2011 Chevrolet Impala	129,387	North Toronto Auctions	\$22,148	\$2,786

Description	KM	Auctioneer/Purchaser	Original Purchase Price	Proceeds
2011 Chevrolet Malibu	115,677	North Toronto Auctions	\$18,549	\$4,128
2011 Chevrolet Tahoe	204,499	North Toronto Auctions	\$33,744	\$7,296
2011 Chevrolet Tahoe	206,750	North Toronto Auctions	\$33,247	\$6,048
2011 Chevrolet Tahoe	203,625	North Toronto Auctions	\$33,744	\$5,280
2011 Chevrolet Tahoe	124,044	North Toronto Auctions	\$33,247	\$6,144
2011 Chevrolet K2500	130,838	North Toronto Auctions	\$41,003	\$11,904
2011 Snowmobile Trailer		North Toronto Auctions	\$3,495	\$2,112
2011 Ford Crown Victoria	147,382	North Toronto Auctions	\$23,778	\$1,056
2011 Ford Crown Victoria	143,489	North Toronto Auctions	\$23,778	\$ 864
2011 Ford Crown Victoria	124,437	North Toronto Auctions	\$23,778	\$1,152
2011 Ford Crown Victoria	145,555	North Toronto Auctions	\$23,778	\$1,152
2011 Ford Crown Victoria	96,523	North Toronto Auctions	\$23,778	\$2,016
2011 Ford Crown Victoria	152,028	North Toronto Auctions	\$23,778	\$1,632
2011 Ford Taurus	97,494	North Toronto Auctions	\$23,412	\$6,720
2011 Nissan Altima	123,398	North Toronto Auctions	\$23,765	\$5,472
2011 Nissan Altima	136,658	North Toronto Auctions	\$23,765	\$3,840
2011 Nissan Altima	143,724	North Toronto Auctions	\$23,630	\$4,800
2011 Nissan Altima	137,196	North Toronto Auctions	\$23,630	\$4,386
2012 CANAM Outlander	837	North Toronto Auctions	\$8,850	\$5,376
2012 CANAM Outlander	1,441	North Toronto Auctions	\$8,850	\$5,376
2012 Chevrolet Impala	105,280	North Toronto Auctions	\$23,860	\$3,360
2012 Chevrolet Tahoe	216,260	North Toronto Auctions	\$34,330	\$6,432
2012 Dodge RAM Van	199,520	North Toronto Auctions	\$22,566	\$3,840
2012 Ford Edge	187,773	North Toronto Auctions	\$39,959	\$7,296
2012 Ford Taurus	141,852	North Toronto Auctions	\$24,209	\$4,896
2012 Nissan Altima	141,861	North Toronto Auctions	\$23,164	\$4,992
2012 Nissan Altima	139,379	North Toronto Auctions	\$30,452	\$5,664
2012 Toyota RAV4	160,072	North Toronto Auctions	\$25,666	\$8,448
2012 Yamaha Snowmobile		North Toronto Auctions	\$10,400	\$2,976
2013 Chevrolet Impala	151,394	North Toronto Auctions	\$21,149	\$4,608
2013 Chevrolet Impala	145,256	North Toronto Auctions	\$21,149	\$4,113
2013 Ford Explorer	194,460	North Toronto Auctions	\$33,428	\$6,720
2013 Ford Explorer	19,674	North Toronto Auctions	\$33,428	\$5,280
2013 Ford Explorer	200,065	North Toronto Auctions	\$33,428	\$4,800
2013 Ford Explorer	197,653	North Toronto Auctions	\$34,201	\$4,896
2013 Ford Explorer	179,377	North Toronto Auctions	\$33,428	\$5,184
2013 Ford F150XLT	162,721	North Toronto Auctions	\$26,083	\$15,456
2013 Ford Explorer	199,316	North Toronto Auctions	\$33,428	\$5,952
2013 Ford Explorer	182,631	North Toronto Auctions	\$34,201	\$7,584
2013 Ford Explorer	195,796	North Toronto Auctions	\$33,428	\$5,376
2013 Ford Transit Connect	216,123	North Toronto Auctions	\$23,818	\$5,376
2013 Ford Transit Connect	249,598	North Toronto Auctions	\$23,818	\$4,896

Description	KM	Auctioneer/Purchaser	Original Purchase Price	Proceeds
2013 KIA Optima	150,586	North Toronto Auctions	\$18,304	\$6,432
2013 KIA Sorento	175,117	North Toronto Auctions	\$26,864	\$7,776
2013 Toyota Sienna	180,510	North Toronto Auctions	\$27,256	\$11,682
2014 Dodge Caravan SXT	127,808	North Toronto Auctions	\$24,038	\$8,736
2014 Ford Explorer	196,806	North Toronto Auctions	\$33,401	\$2,400
2014 Ford Explorer	155,125	North Toronto Auctions	\$33,401	\$2,592
2013 Ford Taurus	186,316	North Toronto Auctions	\$24,226	\$5,760
2014 Ford Explorer	198,618	North Toronto Auctions	\$33,474	\$4,992
2014 Ford Explorer	119,758	North Toronto Auctions	\$33,401	\$1,056
2014 Ford Taurus	183,142	North Toronto Auctions	\$24,226	\$5,498
2014 Toyota Sienna	119,179	North Toronto Auctions	\$27,570	\$ 6,240
2016 Ford Explorer	30,233	North Toronto Auctions	\$35,047	\$1,632
Parts		North Toronto Auctions	N/A	\$480
Scrap Metal		North Toronto Auctions	N/A	\$400
Tires		North Toronto Auctions	N/A	\$13,183
1993 MCI Motor Coach		SN Diesel	#1	\$4,500
Total				\$498,390

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD
REPORT OF THE CHIEF OF POLICE
FEBRUARY 14, 2018

Annual Report on Public Complaints

RECOMMENDATION

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*.

SYNOPSIS

Section 31(1)(j) of the *Police Services Act* requires the Board to review the Chief's administration of the complaints system under Part V and receive regular reports from the Chief on the administration of the complaints system.

In accordance with Board Policy and York Regional Police procedures, the Chief is required to provide semi-annual reports to the Board that include cumulative and detailed information and comparative data from the preceding calendar year. The first report each year shall summarize the yearly complaints, including an analysis of frequency, nature and substance of policy and conduct complaints and whether the analysis indicates the need for training or additional resources. In accordance with Section 31(b) of the Adequacy and Effectiveness of Police Services Regulation, the information contained in the attached report will also be included in the 2017 Annual Report.

FINANCIAL IMPLICATIONS

Not applicable.

BACKGROUND

On October 19, 2009, amendments to Part V of the *Police Services Act* came into effect in Ontario, which brought significant change to the manner in which public complaint investigations are administered. The Office of the Independent Police Review Director (OIPRD) was established as an arm's length agency of the Ministry of the Attorney General. Complaints about police are no longer filed with the police service of origin, but instead are filed directly with OIPRD. The Director is responsible for accepting and classifying complaints, and may decide to send the complaint to the originating service or another police service for investigation. In some cases, the Director may opt to have OIPRD investigate the complaint.

The basic guidelines for filing a complaint have remained the same; that a member of the public may complain about the conduct of an officer or officers, or about the policies of or services provided by a police force. The complainant in a public complaint must have been the person who was directly affected by the conduct, policy or service. The complaint must be made within six months of the incident which prompted it, and complaints must not be frivolous, vexatious, or made in bad faith.

Certain exemptions to the above listed stipulations are now in effect. People who are indirectly affected by the conduct, but who can demonstrate a personal relationship with the complainant may now make a complaint if they can show that they suffered distress or loss as a result of the conduct. On a case-by-case basis, the Director may opt to accept complaints that are made outside of the six month time limit.

A complaint must still be made in writing and be signed by the complainant, and complaints may now be e-filed with OIPRD.

The Ontario Civilian Police Commission (OCPC) will maintain carriage of any complaint appeals and reviews that existed prior to October 19, 2009. Moving forward, OCPC will function solely as an appeal body for Hearings conducted under the *Police Services Act*.

The Chief of Police is still responsible for reviewing every complaint that is made about the policies of or services provided by a police force and shall take appropriate action in response to the complaint.

Policy/Service Complaints

The *Police Services Act* requires the Chief of Police to submit a written report to the Board respecting complaints about the policies of or services provided by the police force and the disposition of same. In 2017 there were five service complaints assigned by the OIPRD to York Regional Police for review in accordance with section 61(1) of the *Police Services Act*. Three service complaints were withdrawn and two matters proceeded to report. They are described below.

Service Complaints

- 1) On June 22, 2017, York Regional Police was notified by the OIPRD of a service complaint in which the complainant believed that there was a failing by York Regional Police to enforce a Child Custody Access Order.

On three occasions between December 9, 2016 and April 28, 2017, the complainant in this matter contacted York Regional Police in regards to child custody issues between him and his ex-wife. He requested that police enforce a Custody Order issued by Justice Roswell, dated March 31, 2015 which contained a provision for police to enforce the custody and access arrangement of the children on a permanent basis. This Order was made without notice to York Regional Police. In each of the three calls for service to enforce the Order, officers determined it not to be in the best interests of the child or in public interest to enforce the Order.

On May 1, 2017, Mr. Jason Fraser, General Counsel for York Regional Police sent a letter to the counsels for the complainant and his ex-wife indicating the police service's concerns with the police enforcement clause in the Court Order and suggested the matter needed to be brought back before the court. No reply was received from either party.

On July 8, 2017, Mr. Fraser commenced a motion in Family Court, on behalf of the Chief of Police, to change Justice Roswell's Order by setting aside the police enforcement clauses. On September 18, 2017, Mr. Fraser appeared before the Honorable Justice D. Salmers in Family Court. At that time, the police enforcement clauses was removed from Justice Rothwell's Order.

Upon review of the officer's actions in relation to York Regional Police Procedure LE-359 Family Court Orders - Enforcement, the child apprehension authority under section 36 of the *Children's Law Reform Act* and the legal opinion from York Regional Police Legal Services, the service complaint regarding the non- enforcement of this Custody Order was deemed unsubstantiated.

This service complaint was reported to the Board on October 18, 2017.

- 2) On September 27, 2017, York Regional Police was notified by the OIPRD of a service complaint in which the complainant believed that there was a failing by York Regional Police to enforce a Child Custody Access Order.

On three occasions between November 2016 and August 2017, the complainant in this matter contacted York Regional Police to enforce a Custody Order made by the Honorable Justice Carpenter-Gunn on July 31, 2015. The Order, which had been made without notice to York Regional Police, included a provision that required police to enforce custody and access on a permanent basis.

The complainant wanted York Regional Police to enforce the custody portion of the Order on August 31, 2017, but upon review of the matter with York Regional Police Legal, it was determined that the Order would not be enforced. Subsequently, Mr. Fraser commenced a motion in Welland Family Court on behalf of the Chief of Police, to change the Order by setting aside the police enforcement clause. On November 29, 2017, Mr. Fraser appeared before the Family Court and at that time the police enforcement clause was removed from Justice Carpenter-Gunn's Order.

Upon review of the officer's actions in relation to York Regional Police Procedure LE-359 Family Court Orders - Enforcement, the child apprehension authority under section 36 of the *Children's Law Reform Act* and the legal opinion from York Regional Police Legal Services, the service complaint regarding the non-enforcement of this custody Order was deemed unsubstantiated.

This service complaint was reported to the Board on January 17, 2018.

Conduct Complaints

In regard to complaints made about the conduct of a police officer, the Chief may resolve the matter informally if the conduct is not of a serious nature. If at the conclusion of the investigation and on review of the written report, the conduct of the officer constitutes serious misconduct pursuant to the *Police Services Act*, the Chief shall hold a hearing into the matter. The majority of public complaints received in 2017, have been classified as police procedure, followed by complaints of verbal incivility, misuse of authority and physical assault.

During 2017, York Regional Police received 126 public complaints compared to 137 in 2016 and 150 in 2015. This represents an eight percent decrease in public complaints from 2016. The percentage of complaints being screened in by the OIPRD is consistent with previous years. In 2017, 51 percent of complaints were screened in while in 2016, 44 percent were accepted. Screened in complaints have ranged between 44-52 percent in the last five years.

As the attached chart indicates, 64 public complaints were investigated with none resulting in discipline towards the officer, 17 were informally resolved, 19 withdrawn and 11 determined to be unsubstantiated. There was one complaint in which the OIPRD was unable to proceed as it did not involve a police officer. Eleven complaints were still under investigation as of December 31, 2017. Sixty-three complaints were not accepted by the OIPRD because, in accordance with Section 60 of the *Police Services Act*, they were determined to be either frivolous; vexatious or made in bad faith; could be more appropriately dealt with under another *Act* or law; were not in the public interest or were over six months old.

The OIPRD only retained one complaint for investigation in 2017, in which the complainant withdrew their complaint during the investigation.

During 2017, following the notification to the complainants of the disposition of their public complaint, three requests were made by complainants to the OIPRD to review the decision made by the Chief of Police. Two of the requests were confirmed by the OIPRD as unsubstantiated. One of the reviews has not yet been completed and the results are pending.

The actual sworn strength of York Regional Police at the end of 2017, was 1637 sworn officers. The percentage of conduct complaints per officer for the year is .08 percent; one of the lowest percentages of the large police agencies in Ontario. The low number of complaints per officer and the low number of substantiated complaints can be attributed, in part, to all members upholding the Values and adhering to the Code of Ethics of York Regional Police.

The Professional Standards Bureau has maintained an excellent working relationship with the OIPRD in 2017. They continue to participate in ongoing programs with the OIPRD for Customer Service Resolutions (CSR) including a newer initiative called the Enhanced Mediation Program. Both of these programs aim to assist in the resolution of complaints at an earlier stage to promote understanding between the complainants and the police service as opposed to a more formal investigation for minor complaint issues.

Professional Standards Bureau members continued to deliver presentations to Recruit classes and Supervisor classes in 2017, to familiarize members with the complaint investigation process, as well as to discuss the common themes of complaints in an effort to reduce or eliminate public complaints. York Regional Police is committed to our Values and Code of Professional Ethics both internally and externally.

André Crawford
Acting Chief of Police

AC: sr
Attachment

Accessible formats or communication supports are available upon request



PROFESSIONAL STANDARDS BUREAU

2017 ANNUAL SUMMARY

PUBLIC COMPLAINT INVESTIGATIONS NATURE OF COMPLAINTS

Year	Police Procedure	Physical Assault	Verbal Abuse	Misuse of Authority	Policy Service	Totals	Staffing
2012	47	13	35	17	8	120	1495
2013	61	11	25	24	1	122	1513
2014	51	11	30	18	5	115	1529
2015	66	16	34	17	17	150	1562
2016	85	8	31	5	8	137	1579
2017	71	7	27	12	9	126	1637

NATURE OF COMPLAINTS

Year	Police Procedure	Physical Assault	Verbal Abuse	Misuse of Authority	Policy Service	Totals
2017	70	10	29	12	5	126
2016	85	8	31	5	8	137
% CHANGE 2016-2017	-8%	+12%	-9%	+240%	-6%	-10%

ANNUAL PERCENTAGE COMPARISON

Year	Police Procedure	Physical Assault	Verbal Abuse	Misuse of Authority	Policy Service
2012	39%	11%	28%	14%	8%
2013	50%	9%	20%	20%	1%
2014	44%	10%	26%	16%	4%
2015	44%	11%	23%	11%	11%
2016	62%	6%	22%	4%	6%
2017	56%	6%	21%	10%	7%

POLICE SERVICES COMPARISON

Police Service	Durham	Halton	Hamilton	Niagara	Ottawa	Peel	Waterloo	York
2017 Uniform Officers	842	Not available	838	705	Not available	2103	778	1637
2017 Public Complaints	81		92	93		195	102	126
Complaints per officer	0.10		0.11	0.13		0.09	0.13	0.08

NATURE OF COMPLAINTS DETAILED

POLICE PROCEDURE

Fail to Identify	0
Neglect of Duty	43
Improper Detention (includes stopping car)	1
Improper Search – person	0
Improper Arrest	10
Improper Charge	13
Improper Entry	0
Improper Use of Discretion	3
Other (parking, provincial offence, keep the peace)	0
Service & Policy	5
TOTAL	75

PHYSICAL ASSAULT

Assault	2
Assault with Injury	0
Sexual Assault	0
Assault while restrained	0
Other Assault	1
Excessive Force	6
Excessive Force with Injury	1
TOTAL	10

VERBAL ABUSE

Verbal Abuse / Incivility	17
Harassment / Threat	2
Implied Harassment /Threat	10
Sexual Harassment	0
Other	0
TOTAL	29

MISUSE OF AUTHORITY

Corruption	0
Theft	0
Fraud	0
Lying Under Oath	0
Deceit	0
Disclose Confidential Information	0
Intoxication	0
Improper Driving	2
Improper Use of Position	6
Misuse of Authority Other –	4
TOTAL	12

TOTAL NUMBER OF COMPLAINTS 2017

126



PUBLIC COMPLAINT DISPOSITIONS

Complaints Investigated by York Regional Police				
	2014	2015	2016	2017
Section 64(7) Formal Discipline	0 (1 from 2012 2 from 2013)	0 (2 from 2013)	0 (1 from 2013) (1 from 2015)	0
Section 66(4) Informal Discipline	1 (+2 from 2013)	1 (1 from 2014)	0 (2 from 2015)	0
Section 93(1) Informal Resolution	14	18	11	17
Section 66(2) Unsubstantiated	6	4	3	11
Section 74(1) Withdrawn	11	20	27	19
Section 61(2) / Policy / Service	1	1	1	5
Section 59(1) OIPRD cannot Proceed			1	1
Outstanding Files at Year End	13	24	18	11
TOTAL COMPLAINTS INVESTIGATED BY YORK REGIONAL POLICE	46	68	61	64

Complaints Dealt with by OIPRD (screened out and retained)				
	2014	2015	2016	2017
Section 60(2) Over 6 Months	8	5	1	0
Section 60(4) Not in public interest, other law etc.	54	51	72	57
Section 60(6) Not Directly Affected	1	13	3	4
Section 72(1) Retained by OIPRD	6	13	0	1
TOTAL COMPLAINTS DEALT WITH BY OIPRD	69	82	76	62

Total				126
Classification of Complaints				
	2014	2015	2016	2017
Conduct Complaints	110	133	129	121
Policy/Service Complaints	5	17	8	5
Total Number of Complaints	115	150	137	126
Number of Involved Officers	179	189	149	152
Officers Disciplined	1 (+1 from 2012 +4 from 2013)	1 (2 from 2013 1 from 2014)	0	0
Number of Civilians Involved			4	2
Reviews Requested	6	4	1	3
Directed Hearings Ordered by OIPRD	2	1	1	1

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 14, 2018

Annual Report on Solicitations and Donations

RECOMMENDATIONS

1. That the Board receive this report in accordance with the Board's Public Donations and Sponsorships Policy No. 01/15; and
2. That the Board approve 2017 donations greater than \$10,000 from the attached Appendix A totalling \$92,055 in cash donations and a \$65,000 non-cash donation.

SYNOPSIS

This report shows solicitations and donations received in 2017 totalling \$339,218, comprised of \$274,118 in cash donations and \$65,100 in non-cash donations. In accordance with the Board's Public Donations and Sponsorships Policy No. 01/15, all donations of \$10,000 or more require the Board's approval.

FINANCIAL IMPLICATIONS

In 2017, \$274,118 was received in cash donations, a change of (\$97,800) or 26 per cent from 2016 cash donations of \$371,918. The criteria for inclusion as a donation is any fundraising where Financial Services staff have prepared financial reporting for the initiative. The cash donations were deposited into the appropriate Operating Budget or Balance Sheet account. Any funds remaining from these donations are held in a balance sheet account and remain available for the intended fundraising purpose.

BACKGROUND

The Regional Municipality of York Police Services Board Policy No. 01/15 in relation to Public Donations and Sponsorships requires the submission of an annual report outlining donations received by York Regional Police.

The York Regional Police Solicitations and Donations Procedure requires all proposals for donations to be documented on a Solicitation & Donation Information Form (YRP 360). The policy also specifies public donations less than \$10,000 shall not be received without prior approval from the Chief of Police or designate and donations over \$10,000 require Board approval. One separate in-year approval was reported to the Board as reported in Appendix B. Prior approval was received from the Chief for all donations less than \$10,000.

The following chart summarizes the donations received by York Regional Police in 2017.

2017 Solicitations and Donations

Name/Partnership	# of Donors	Cash	Non-Cash	Total
Police Appreciation Night	148	\$132,900		\$132,900
YRP Golf Tournament	36	\$83,014		\$83,014
Shed a Light on Crime Prevention	1		\$65,000	\$65,000
Holiday Heroes	Not Applicable	\$38,415	Unassigned Value	\$38,415
Community Safety Village	3	\$11,306		\$11,306
Male Chorus	14	\$3,968		\$3,968
Cops for Cancer	various	\$2,480		\$2,480
Adopt-A-Mission Jamaica	1	\$1,500		\$1,500
Pride Internal Support Network	various	\$535		\$535
Less than \$500	1		\$100	\$100
TOTALS	200	\$274,118	\$65,100	\$339,218

In 2017, the Police Appreciation Night Committee hosted its 25th annual dinner to encourage public support of the service and to raise money to fund police programs and equipment. Held on May 17, 2017 with over 1,000 attendees, the event fundraised over \$132,900. As a result, the Police Appreciation Night Committee funded \$164,000 in programs and purchases in 2017.

The 12th Annual York Regional Golf Tournament (formerly the Community Safety Village Tournament) was hosted at Copper Creek Golf Club on June 30, 2017. This annual fundraiser supports the provision of safety lessons to over 400,000 students from Kindergarten to Grade 5 in York Region. The village features a 10,000 square foot learning centre with classrooms, complete with working traffic lights and signals and a fully equipped apartment where students learn to plan and execute a safe escape in case of an emergency. The grounds contain a miniature village featuring more than 30 scaled-down buildings, roadways, operational traffic lights, signs and a railway crossing. Children have the opportunity to demonstrate their knowledge of the rules of the road through the use of bicycles, battery-operated mini-cars and a walking tour of the village.

In November 2017, York Regional Police, Crime Stoppers of York Region and Philips Lighting Canada entered into a partnership in support of "Shed a Light on Crime Prevention" initiative. The month long campaign involved Crime Prevention Officers, front-line Officers, Auxiliary members, Volunteers and members of Crime Stoppers of York Region handing out light bulbs

along with crime prevention tips, at a number of community crime prevention presentations and York Region sponsored events. Philips donated 15,000 LED light bulbs to support this initiative.

Since the launch of Holiday Heroes in 2008, the annual fundraising initiative has raised more than \$1.2 million in monetary donations, new toys, new children's clothing and food for underprivileged families in York Region, and has delivered a message of hope and encouragement. Collaborative efforts with corporate partners provide for the thousands of families who have registered for assistance through local Salvation Army programs, Victim Services of York Region, Georgina Food Pantry, Vaughan Welcome Centre, and various food banks.

It is therefore recommended that the Board approve this report pursuant with the reporting requirements within the Board's Public Donations and Sponsorships Policy No. 01/15 for donations.

André Crawford
Acting Chief of Police

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Accessible formats or communication supports are available upon request

Appendix A: 2017 Cash and non-cash donations greater than \$5,000

Source	Amount	In-Kind	Purpose
Philips Lighting Canada		\$65,000	Shed A Light on Crime Prevention
Scotiabank	\$30,800		Police Appreciation Night
The Uplands Foundation	\$18,899		Police Appreciation Night
CGI	\$10,000		Community Safety Village
Magna International Inc.	\$6,300		Police Appreciation Night
David Merkel	\$5,556		Community Safety Village
Motorola Solutions Foundation	\$5,500		Community Safety Village
Nashville Developments	\$5,000		Community Safety Village
Honourable Henry 'Hal' Jackman	\$5,000		Police Appreciation Night
Subrisco Investments	\$5,000		Police Appreciation Night
TOTALS	\$92,055	\$65,000	

Appendix B: 2017 In-Year Approvals

Source	Amount	Meeting Date	Purpose
Philips Lighting Canada	\$65,000	September 20, 2017	Shed A Light on Crime Prevention
TOTALS	\$65,000		

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

February 14, 2018

**Public Relations Fund
Semi-Annual Report**

RECOMMENDATION

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

BACKGROUND

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

Section 8 of the Board's policy, which governs fund administration, requires that the Executive Director monitor expenditures and report semi-annually all activity in the Public Relations Reserve Fund, including revenue, disbursements and balance.

STATUS OF PUBLIC RELATIONS FUND

The Board's 2017 budget includes a total of \$75,000 for public relations. The Board's Public Relations Reserve Fund on January 1, 2017 was **\$297,114** and the fund balance as of December 31, 2017 was **\$301,187**.

Disbursements

From January 1, 2017 to December 31, 2017, the Board approved the following disbursements from its Public Relations Reserve Fund:

ORGANIZATION	Amount
Association of Black Law Enforcers – Gala	\$2,500
Beth Chabad – Spirit of the Community	\$3,800
Canadian Association of Police Governance	\$1,000
Cedar Centre (formerly York Region Abuse Program)	\$3,000
Chairman's Charity Golf Tournament	\$2,800
Character Community Foundation of York Region	\$5,000
Crime Stoppers of York Regional Annual Wayne Snooks Golf	\$1,500
Herbert Carnegie Future Aces Foundation Golf Tournament	\$500
MADD York Region	\$5,000
Ontario Association of Police Services Boards	\$5,000

ORGANIZATION	Amount
Ontario Women in Law Enforcement Banquet	\$1,801
St. John's Ambulance	\$2,000
Transformation Institute	\$2,035
Women's Centre of York Region	\$1,750
Wounded Warriors	\$5,000
Yellow Brick House Gala	\$5,000
York Region Alliance African Canadian	\$3,375
York Regional Police Appreciation Night	\$10,000
Community Safety Village Golf Tournament	\$10,000
TOTAL DISBURSEMENTS	\$71,061

Revenues

From January 1, 2017 to December 31, 2017, deposits credited to the Public Relations Reserve Fund include:

Monies Forfeited to the Board	\$69,942
Property Auction (net of Auction fees)	\$0
Interest	\$5,192
TOTAL DEPOSITS	\$75,135

Net Change

Total Revenue	\$75,135
Total Disbursements	\$71,061
Net Change (Revenue less Disbursement)	\$4,073

CONCLUSION

This report is submitted in compliance with Section 8 of the Board's Public Relations Reserve Fund Policy and indicates a fund balance on December 31, 2017 of **\$301,187**.

Mafalda Avellino
Executive Director

/jk

Attach. (1)

Summary of Public Relations
As of December 31, 2017

Organization	2017 YTD	2016	2015	2014	2013	2012	2017-2012 Total
Opening Balance	\$297,114	\$248,610	\$259,734	\$279,866	\$278,297		
Expenditures - Disbursements							
360kids Support Services				\$10,000			\$10,000
ABLE - Association of Black Law Enforcers	\$ 2,500	\$2,500	\$2,500	\$2,500	\$1,250	\$1,300	\$12,550
Beth Chabad Israeli Ctr-Spirit of Community Dinner	\$ 3,800		\$7,200	\$3,500	\$3,500	\$3,500	\$21,500
Bill Fisch Retirement				\$2,500			\$2,500
Canadian Association of Police Governance	\$ 1,000	\$1,000	\$25,000	\$5,000			\$32,000
Cape Conference		\$1,000					\$1,000
Chairmans Charity Golf	\$ 2,800						\$2,800
Cedar Centre	\$ 3,000	\$3,000					\$6,000
Character Community Foundation of York Region	\$ 5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
CHATS		\$2,800					\$2,800
Clubs for Cancer		\$2,000	\$2,000	\$500	\$500	\$1,000	\$6,000
Community Living Newmarket & Aurora Dist.				\$5,000			\$5,000
Crime Stoppers of York Region	\$ 1,500	\$1,500	\$1,500	\$1,500	\$2,100	\$2,100	\$10,200
Herbert Carnegie Future Aces-Dinner				\$1,250	\$1,500	\$4,000	\$6,750
Herbert Carnegie Future Aces-Golf Tournament	\$ 500	\$500	\$500	\$500	\$500	\$400	\$2,900
I Run & Rock - United by Trama		\$3,000	\$3,000	\$1,500			\$7,500
Kinark Child And Family Services			\$5,000	\$5,000		\$5,000	\$15,000
MADD - York Region Chapter	\$ 5,000	\$5,000	\$5,000	\$7,500			\$22,500
Moving Forward 2015 Foundation			\$2,500				\$2,500
OAPSB - Ontario Association of Police Services Boards	\$ 5,000	\$5,000	\$5,088	\$7,088	\$2,000		\$24,176
OWLE Banquet	\$ 1,801	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$6,801
St. John's Ambulance	\$ 2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,000
Transformation Institute	\$ 2,035						\$2,035
Victim Services of York Region (KRG Ins)		\$1,000	\$2,000				\$3,000
Women's Centre of York Region	\$ 1,750	\$200	\$200	\$210	\$210	\$210	\$2,780
Wounded Warriors Canada	\$ 5,000						\$5,000
Yellow Brick House	\$ 5,000	\$4,000	\$4,000	\$4,000	\$4,500	\$3,000	\$24,500
York Region Abuse Program			\$3,000	\$2,500	\$2,000	\$2,000	\$9,500
York Region CISM Team		\$1,000					\$1,000
York Region Alliance African Canadian	\$ 3,375						\$3,375
York Regional Police Appreciation Dinner	\$ 10,000	\$5,000	\$5,000	\$5,000	\$2,500	\$2,500	\$30,000
York Regional Police Golf Tournament(formerly CSV)	\$ 10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
York Regional Police Senior Officers Association			\$5,000				\$5,000
Total Expenditures- Disbursements	\$71,061	\$56,500	\$96,488	\$83,048	\$67,960	\$76,040	\$451,097
Revenues							
Monies Forfeited to the Board	\$69,942	\$61,023	\$40,923	\$47,547	\$49,409	\$30,284	\$299,128
Property Auctions (Net of Auction Fees)		\$33,162	\$30,077	\$1,578	\$12,586	\$67,562	\$144,965
Interest Earned	\$5,192	\$10,819	\$14,364	\$13,792	\$7,534	\$9,392	\$61,093
Total Revenues	\$75,135	\$105,004	\$85,364	\$62,916	\$69,529	\$107,238	\$505,186
Net Change (Revenues less Expenditures)	\$4,073	\$48,504	(\$11,124)	(\$20,132)	\$1,569	\$31,198	\$54,089
Closing Balance (89595)	\$301,187	148297,114	\$248,610	\$259,734	\$279,866	\$278,297	

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

February 14, 2018

**Bill 175, *Safer Ontario Act, 2017*:
Draft Submission to the Standing Committee on Justice Policy**

RECOMMENDATIONS

1. That the Board approve the draft submission on Bill 175, *Safer Ontario Act, 2017*, (Appendix “A”).
2. That the Board forward the approved written submission to the Standing Committee on Justice Policy by March 1.

BACKGROUND

On November 2, 2017, the Government of Ontario introduced Bill 175, *The Safer Ontario Act, 2017* – a comprehensive legislative package which represents significant changes to policing if passed. The Bill was referred to the Standing Committee on Justice Policy which will hold public meetings on February 22 and March 1 and will accept written submissions by March 1.

The key goals of the draft legislation include:

- Promote a collaborative approach to community safety and well-being and improve interactions between police and vulnerable Ontarians
- Modernize core police responsibilities and explore options for alternate service delivery
- Enhance civilian police governance, accountability and oversight
- Explore the expanded use of technology to support community safety
- Update education and training requirements for police officers.

At its November board meeting, the Board’s Executive Director and General Counsel to the Chief made a joint presentation to the Board on Bill 175, *Safer Ontario Act, 2017* which discussed the proposed changes and the impact on police services boards and police services. There are many aspects of the draft legislation which, if passed, will be determined in the regulations.

The Board has been very involved in the review of the *Police Services Act* which included two written submissions and multiple meetings with Ministers Lalonde and Naqvi and with Justice Michael Tulloch. The proposed submission (see below – Appendix A) includes the Board’s submission to the Standing Committee on Justice Policy and also includes the endorsement of

the written submissions by the Emergency Services Steering Committee (Attachment #1) and the Durham Regional Police Services Board (Attachment #2).

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

CONCLUSION

The Board supports the Bill and commends the Province for taking this opportunity to modernize the legislative and regulatory framework and to create a fairer and more accountable police oversight model. In particular, our Board is pleased to see that many of the recommendations in Justice Tulloch's report have been included in the new Bill. Most notably, for creating a new statute for the Special Investigation Unit and the public complaints body and the many other changes to the police oversight system that will promote and enhance confidence and trust in the police.

The new Bill offers Boards the opportunity to make significant policy changes that will enable more accountability and transparency.

Mafalda Avellino
Executive Director

Attach. (3): Appendix A: Draft Submission from the York Regional Police Services Board
Attachment #1: ESSC Submission
Attachment #2: DRPSB Submission

APPENDIX A

DRAFT SUBMISSION ON BILL 175, *Safer Ontario Act, 2017*

The Board is pleased to see changes in the new Bill which support stronger governance, more transparency from oversight bodies and measures to increase public confidence and trust in the police. However, the Bill stops short of making real and meaningful changes to labour relations policies as highlighted in the submission by the Emergency Services Steering Committee (Attachment #1) and will be discussed further in this proposal.

Overall, Bill 175 includes many of the recommendations in the Board's submissions to Minister Naqvi, Minister Lalonde and Justice Michael Tulloch during the consultation phases of the Strategy for a Safer Ontario and the Independent Police Oversight Review. One of these recommendations is the provision of mandatory training to police services boards. Bill 175 addresses governance training which includes human rights and systemic racism training for board members and the Board is very supportive of this provision. However, the details of the prescribed training have not been provided yet, and it is not known at this time if the training costs will be borne by police services boards. Our Board urges the Province to provide the training at no further cost to police services boards and also requests that the training be provided in a timely fashion in order to preclude any prolonged vacancies on boards.

Bill 175 also provides for the prescription of competencies for board members which was a recommendation of the Board. The Board supports the proposal that Boards possess a list of competencies to meet their mandates effectively.

The Board sought more clarity on the operations versus policy issue between chiefs of police and boards, and the draft legislation provides more clarity on the direction that boards can give to the chief and stipulates more clearly what boards cannot direct the chief on. For example, the Bill precludes boards from directing the chief on disciplining a specific police officer; however, it is unclear in the new legislation whether the Board can provide direction on the discipline of a specific civilian member. In that regard, the Board supports the proposal by Durham Regional Police Services Board (Attachment #2) which states that the Board should not be involved in the discipline of any specific members, other than the Chief and Deputy Chief, in order for the Board to maintain its focus on governance and oversight functions. It is also unclear whether all direction from the board needs to be in writing in the form of policy which would promote transparency.

Bill 175 contains a strong focus on diversity in policing and in police oversight including support, standards and resources for First Nations policing who opt into the Act. The Board applauds the Province for taking steps in this direction with respect to First Nations policing.

Under the new legislation, municipalities must develop and approve a diversity plan for appointing board members to ensure that boards are representative of the diversity of the population. The Province will also refer to the municipality's diversity plan when making appointments. The municipality must take appropriate steps to promote vacancies to groups historically underrepresented on the board including indigenous groups and racialized groups. The Board supports this provision.

Bill 175 requires boards and municipalities to be more involved in community safety planning. Currently, boards are required to prepare a business plan every three years. Boards, under the new Bill, will be required to develop a strategic plan every four years and community consultation in preparing the plan will include consultations with diverse communities and Band Councils in the board's jurisdiction. The Board will also be required to consider the municipality's Community Safety and Well-Being Plan when developing its Strategic Plan. The Board supports this provision.

In its submission, the Board called for a collaborative, multi-sector approach to community safety with shared responsibilities among the stakeholders, government ministries and levels of government. Municipalities will be required to develop and adopt Community Safety and Well-being Plans which supports this approach. Municipalities will also be required to establish advisory committees with Board representation included on the committee. The Board urges the Province to allocate appropriate funding to boards and municipalities to support this initiative which will draw on current resources.

The Board supports changes to the legislation which enhance mental health supports and take steps to address vulnerable groups and steps to reduce police intervention in calls regarding people in crisis and that the most effective and appropriate response is provided.

The Board supports the changes to the legislation which enhance transparency, accountability and governance including the establishment of an Inspector General (IG) to oversee and monitor police services and police services boards in the public interest. The Inspector General would be provided with a mandate to ensure the delivery of adequate and effective policing while also having the power to receive and review complaints, including complaints against police services boards, board members and chiefs of police; however, the Board urges the Province to ensure that this additional level of oversight does not cause more confusion about the roles of various review bodies. Boards need to continue to be the primary oversight body with respect to police services and chiefs of police and the IG role should be supportive of the Board's primary function.

The Board supports the provisions with respect to when meetings can be closed to the public. This will allow for more transparency and clarity when it comes to reporting to the public.

Our Board is optimistic with the inclusion of alternate service delivery options. Where a police officer is not required to perform a task or function, the flexibility to hire non-police personnel or outsource to alternative policing providers to do that function is critical to sustainable and efficient police services. The Board is also supportive of the extension of probationary period of police constables to 18 months from 12 months.

The Board supported mandatory post-secondary education for officers and the new Bill includes new educational criteria for the appointments of police officers. The Board further contends, however, that potential recruits complete an accredited program before being hired by the Board similar to most professions including doctors, nurses, lawyers and engineers. This is one of several recommendations made to the Ministry to assist with controlling the very expensive costs to police communities.

While there is no change in the composition of the police services board bargaining committee in the new legislation, we call upon the Legislature to reconsider the status quo on this matter. We further submit that more flexibility in the composition of the bargaining committee is critical to ensuring that boards have a fair and strong opportunity in negotiations. We also urge the Legislature to change the very antiquated practice of allowing members of bargaining units to

assist and advise boards with collective bargaining. That practice is not fair on either party and places public confidence at risk. The new legislations should provide for exclusions from the bargaining units.

While the Board feels that the legislative changes to policing and oversight will modernize the framework in Ontario, there is an opportunity for the Province to create more efficiencies and to develop a stronger model for sustainability as it relates to labour relations and the cost of policing.

Wages and benefits account for 90 percent of a police operating budget. As stated by numerous stakeholders, the high cost of policing will have an impact on the ability to delivery effective police services to our communities. There are many recommendations including changes to interest arbitration that are supported by our Board, the Ontario Association of Police Services Board and other stakeholders but have not been included in Bill 175 many of which are set out in Attachment #1 – a submission to the Standing Committee on Justice Policy by the Emergency Services Steering Committee - which is supported by our Board.

The interest arbitration system needs to be reformed to restore the balance at the bargaining table. Arbitrators are not held accountable on how they apply the criteria in the statute and more often than not replicate the richest awards and settlements.

For many years, police boards and police chiefs have strongly advocated for suspension without pay. Ontario is the only province in Canada in which police chiefs do not have discretion to suspend police officers without pay when the officer is charged with an offence or even convicted of an offence if the conviction is under appeal. The Board supports the provisions in Bill 175 which expand the criteria for which an officer can be suspended without pay; however, there are still restrictions such as only after criminal convictions or for serious off-duty offences which will likely result in dismissal.

Our Board supports further restrictions with respect to suspension without pay to address this issue to its fullest and not solely as a token measure to ensure the public's trust in not further eroded.

Similar to the proposal set out by the Durham Police Services Board, our Board does not support provisions in Bill 175 which undermine the local autonomy of police services boards. A provision in the new Bill imposes a new procedural requirement for boards to publish its agenda within seven days of the meeting. In the Board's view, this is overly prescriptive and goes beyond any requirement set out for municipalities in the *Municipal Act*.

The Board appreciates the opportunity to provide the Committee with feedback on Bill 175. Our Board has been very involved in the review of the *Police Services Act* which included two written submissions and meetings with Ministers Lalonde and Naqvi and Justice Tulloch.



**Submission to the Standing Committee on Justice Policy
re: Bill 175, Safer Ontario Act, 2017**

Stronger reforms to the current interest arbitration process than provided in this proposed legislation are necessary to provide a better balance between fair remuneration and local economic conditions, the ability of municipalities to pay as well as making interest arbitration awards more transparent and accountable.

Arbitrated salary awards in the emergency services have consistently exceeded the rate of inflation, cost of living and wage increases negotiated with other unionized staff in the same municipality. Recent collective agreements in the police sector have been in a moderate decline in the rate of wage increase but recent increases in the fire sector are likely to reverse that trend and push police wages back in an upward trend. Police wages remain in an upward trend – they are just increasing at a slower rate.

In response to the government's consultation on the "**Strategy for a Safer Ontario**," ESSC worked with the Ontario Association of Police Services Boards and the Association of Municipalities of Ontario to advocate for reforms to the labour relations provisions of the *PSA* including interest arbitration. Up to 90% of the budget of a police service is comprised of wages and benefits, matters that are often determined through interest arbitration if an agreement cannot be reached during collective bargaining. Despite the high percentage of agreement achieved through collective bargaining, wages and benefits in the police and fire sectors are heavily influenced by arbitration awards. As a result, restoring balance to the interest arbitration system is a key priority for municipalities and police services. It must form part of the reform of the *PSA* if reform is to have a meaningful impact on the fiscal sustainability of policing.

In order to ensure balance, transparency and accountability to the interest arbitration system, there must be substantive and meaningful reform to:

- Improve accountability and transparency of arbitration awards by requiring arbitrators to consider a municipality's capacity to pay based on a comparison of the freely negotiated bargaining settlements in the same municipality, including those of bargaining units with the right to strike and demonstrate such consideration in their awards. The criteria for comparison of wage settlements should not be limited to only emergency services.

- Establish clear, measurable criteria that include the evaluation of the economic health of the municipality, to be considered on the basis of the labour market characteristics, property tax and socio-economic factors.
- Enable either party to request written reasons for an arbitrator's award, and ensure such reasons demonstrate that the arbitrator gave due and proper consideration to the criteria.
- Deliver procedural changes to ensure that the arbitration system is timely and fair to both parties including limits on submissions and time limits for the delivery of written decisions.

Our submission to the consultations is attached as an appendix.

We further submit that more flexibility in the composition of Policy Services Board bargaining committees is required to ensure a fair playing field in arbitration processes.

Lastly, we also call upon the Legislature to provide more impactful changes to the ability of police chiefs to suspend officers without pay than are currently provided for in the proposed legislation.

We have attached our submission to the **Strategy for a Safer Ontario** consultations to provide you with detailed background on the amendments to Bill 175 that the ESSC respectfully requests be made by the Committee.

These are:

Exclusions from the Bargaining Unit

Part VII – Section 118 be amended to create additional exclusions from the bargaining unit for those personnel who are engaged in labour relations or whose jobs require them to provide labour relations advice to the Chief and/or Board in support of collective bargaining, grievance and arbitration and disciplinary matters. This would mimic similar provisions in the Labour Relations Act.

Bargaining Committee

Amend Part VII by deleting sections 120(1) and (2) to enable police services boards and/or the municipality responsible for policy services to determine how it will conduct its collective bargaining.

The Police Services Act remains the only statute that dictates the composition of the employer's bargaining committee. This provision restricts the ability of the employer to determine how to resource its bargaining committee. Police services boards should

have the same right as the associations and employers in other sectors to draw upon expertise and resources they deem appropriate.

Interest Arbitration

Amend Part IX the Police Services Act (sections 122-127) to provide for the following:

Procedure

Time and place of proceedings

(#) (1) Subject to subsection (2), the board of arbitration shall fix the time and place of the arbitration hearing and shall notify the Minister of the time and place and the Minister shall notify the parties. The arbitration hearing shall occur within the municipality in which the Service provides services.

When proceedings commence

(2) The board of arbitration shall begin the proceedings within thirty (30) days after he or she is appointed.

Time for submission of Issues

(#)(1) Upon confirmation of the date of the arbitration hearing, the board of arbitration shall convene a conference call within thirty (30) days, or such other time as the board of arbitration, in consultation with the parties, determines is appropriate, with the parties' representatives to discuss and direct the appropriate hearing procedure, and to resolve any preliminary issues regarding such process.

(2) Following the discussions required by subsection (1) above, the board of arbitration shall direct that:

(a) the parties exchange a written list of all of the matters that they intend to submit to the arbitrator, in the form of the proposed amendments to the collective agreement, thirty (30) days prior to the arbitration hearing or such other time as the board of arbitration, in consultation with the parties, determines is appropriate;

(b) a party shall not be entitled to raise any matter(s) at the arbitration hearing that were not disclosed in accordance with subsection (#)(a) except where the board of arbitration concludes that the failure to raise the issue previously was as a result of a material change in circumstances beyond the control of the party seeking to raise the matter(s);

(c) any other direction that the board of arbitration may determine is appropriate in the circumstances.

(3) The process determined pursuant to subsections (1) and (2) above shall be binding on the parties and the arbitrator shall not be entitled to relieve any party of their obligations set out therein except as expressly provided.

Limit on submissions

(#) (1) Subject to subsection (#) (2), a party shall not be entitled to raise any submissions or evidence following the arbitration hearing that would have been properly the subject of submissions either in the party's primary submissions or through oral submissions at the arbitration hearing.

Idem

(2) A party may provide arbitral awards and/or judicial decisions decision to the arbitrator post-hearing if,

(a) the arbitral award and/or judicial decision was not available prior to the arbitration hearing;

(b) the arbitrator permits the submission of same; and

(c) the other party is given an opportunity to make written submissions concerning the arbitral award and/or judicial decision.

(3) Where the opposing party is afforded the opportunity to make written submissions in accordance with subsection (#)(2)(c), any such submissions shall be made within twenty-one days from the date of the arbitrator's order permitting the submission of the decision. Following the opposing party's submissions, no further submissions may be made with respect to the arbitral award and/or judicial decision in question by either party.

Duty of arbitrator

(#). (1) The arbitrator shall convene an oral hearing to decide on the matters that are in dispute, but the arbitrator shall not decide upon the following: the employer's obligation to provide certain levels of services, the employer's obligation to provide certain types of equipment, the employer's obligation to provide or ensure certain levels of staffing or deployment.

Powers of the Arbitrator

(2) The arbitrator shall have all the powers of a chair and the members of a board of arbitration under the *Labour Relations Act, 1995*. SO 1995, c 1, Sch A

(3) In exceptional circumstances, the arbitrator shall be entitled to refer specific matters still in dispute back to the parties for further bargaining and direct that the parties do so. If so directed, the parties shall forthwith meet and bargain in good faith to attempt to resolve the matter(s) still in dispute. Within thirty (30) days of being directed to bargain, the parties shall advise the board of arbitration of the results of their bargaining. No information will be provided to the board of arbitration except to advise that the parties were successful, and the specific matter is no longer in dispute, or that the specific matter remains in dispute. The parties are not permitted to alter their remaining items in dispute after the bargaining process described in this subsection.

Criteria for Board of Arbitration's Decision

Repeal section 122(5) and replacing with the following:

122 (5) In making a decision or award, the arbitrator or arbitration board shall take into consideration all factors it considers relevant, including all of the following criteria:

- a) A comparison, as between the employees and other employees in the public and private sectors, of the terms and conditions of employment;
- b) Replication of freely negotiated collective bargaining settlements in the same municipality, including those who have the right to strike, and comparable municipalities having regard to the relative economic health of those municipalities;
- c) The economic health of Ontario and the municipality, including but not limited to changes to labour market characteristics, property tax characteristics and socio-economic characteristics;
- d) The employer's ability to attract and retain qualified employees;
- e) The interest and welfare of the community served by the police service; and,
- f) Any local factors affecting the community.

Time for decision

(#) The arbitrator shall give an award within 12 months after the conclusion of the arbitration hearing.

Written Reasons

(#) (1) Upon the request of either party, the arbitrator shall provide written reasons for his or her decision or award, which shall clearly demonstrate that the arbitrator has given due and proper consideration to the criteria articulated in subsections (#)(2) and (#)(3).

Idem

(2) The requirement under subsection (#)(1) shall be satisfied where the written decision or award demonstrates that the arbitrator has given appropriate weight to the criteria enumerated under subsection (#)(1) and has considered all of the criteria articulated in subsections (#)(1) and (#)(2) in light of the written and oral submissions of the parties.

Suspensions with Pay

Amend Part V to review and amend provisions relating to disciplinary proceedings.

While we acknowledge that Bill 175 does contain some improvements in the accountability of police disciplinary proceedings, sworn police officers will still not be subject to discipline in a manner similar to civilian employees. It will still restrict the employer's ability to impose appropriate discipline as an employer in response to misconduct.

While we recognize and appreciate that Bill 175 does make some changes to the existing system, we recommend an amendment to Part V Section 89 to provide Chiefs of Police the discretion to suspend a police officer without pay when charged with serious Police Services Act violations.

Advancement Through the Ranks

Amend O.Reg 268/10 8(3) to extend the period of time for progression from fourth to first class constable.

We appreciate the opportunity to provide you with this input during the Committee's deliberations on Bill 175. We would be pleased to provide any clarification on the issues we have raised.

- 30 -

About the Emergency Services Steering Committee

The Emergency Services Steering Committee (ESSC) was established in 2005, as a joint committee of the municipalities of the Large Urban Mayors Caucus of Ontario (LUMCO), the Mayors and Regional Chairs of Ontario (MARCO), and the Ontario Association of Police Services Boards (OAPSB). The ESSC was formed in response to what were rapidly increasing emergency services costs across Ontario.

Today, our membership is comprised of municipal employer leaders and stakeholders involved in emergency services and municipal budgets, and we provide advocacy, background information and research on all issues relating to emergency service costs.

STRATEGY FOR A SAFER ONTARIO – CONSULTATION ON THE *POLICE SERVICES ACT*

Submissions of the Emergency Services Steering Committee

Background

The Emergency Services Steering Committee

The **Emergency Services Steering Committee (ESSC)** is a joint steering committee established by the municipalities represented by MARCO (Mayors and Regional Chairs of Ontario), and LUMCO (Large Urban Mayors Caucus of Ontario), and a number of other Ontario municipalities responsible for the delivery of emergency services. ESSC currently represents 47 Ontario municipalities as well as other municipal and emergency services agencies.

The ESSC was established to coordinate activities related to cost containment in the emergency services (police, fire and EMS). The ESSC provides a forum and resource for collaboration and strategic discussion and research on all issues relating to emergency services labour costs. Through research and data collection the ESSC provides municipal decision-makers and other stakeholders with accurate information on emergency service costs in an effort to form a coordinated, strategic approach to collective bargaining. In collaboration with the Association of Municipalities of Ontario and the Ontario Association of Police Services Boards, the ESSC has been actively engaged in advocacy for reform of legislation in the emergency services sectors since 2008, and actively leads initiatives to reduce or contain emergency services costs through more effective collective bargaining and labour relations.

The Rising Costs of Policing

Across Ontario, emergency service costs have increased about 30 per cent between 2006 and 2011. Three quarters of these costs are for wages and benefits. In fact, wage and benefit increases for emergency workers are growing faster than increases for other public sector employees in Ontario and faster than Canada's rate of inflation. Police services represent a significant portion of municipal budgets, and almost 90 per cent of a police budget is comprised of labour costs. Police employers along with municipalities responsible for fire services have long called for reforms to address the rising costs of emergency services.

The ever-increasing costs policing adversely impacts the ability of municipalities to deliver effective and efficient police services as well as other essential municipal services and programs. The recommendations contained in this submission address long-standing labour issues which impede the ability of police employers to modernize their labour structure, improve accountability and contain increases in labour costs. Communities large and small are concerned about the affordability of emergency services and the proportion of municipal spending that they are capturing. All communities in Ontario need to have access to emergency services that are safe, effective and affordable.

Board Effectiveness – Modernizing Police Labour Relations

1. Exclusions from the Bargaining Unit

Amend Part VII – section 118 to create additional exclusions from the bargaining unit for those personnel who are engaged in labour relations or whose jobs require them to provide labour relations advice to the Chief and/or Board in support of collective bargaining, grievance and arbitration and disciplinary matters. Currently all personnel with the exception of the Chief and Deputy are included in the bargaining unit(s).

Management staff, including those responsible for human resources, labour relations, senior finance personnel, and legal advisors should be excluded from the bargaining unit in a manner similar to that provided for in the Ontario *Labour Relations Act*.

2. Bargaining Committee

Amend Part VII – delete sections 120(1) and (2) to enable police services boards and/or the municipality responsible for police services to determine how it will conduct its collective bargaining.

The Ontario *Police Services Act* is the only statute in Canada to dictate the composition of the bargaining committee. This provision restricts the ability of the employer to determine how to resource its bargaining committee. There is no rationale for this provision and it should be deleted to give both parties the right to determine the composition of their own bargaining committees. Police services boards should have the same right as the associations and employers in other sectors to draw up expertise and resources they deem appropriate.

Increase Accountability of Policing

3. Interest Arbitration

Amend section 122(1)- (6) to reform the interest arbitration provisions to restore balance in the arbitration system, and increase accountability and transparency of awards.

The interest arbitration system in Ontario's emergency services, including police, needs to be reformed to ensure that it is balanced, transparent and accountable, expeditious

and accurately reflects what the parties would have negotiated had they been able to freely negotiate an agreement. Employers have long called for reform of the interest arbitration system because it no longer meets any of these criteria. Arbitrated salary awards in the emergency services have consistently exceeded the rate of inflation, cost of living and wage increases negotiated with other unionized staff in the same municipality. Ontario's interest arbitration system no longer reflects what free collective bargaining would otherwise have produced as an outcome; even when employers in the emergency services "freely" negotiate settlements they are constrained by the outcomes that would be awarded if they referred the agreement to arbitration. Labour cost increases in policing cannot continue without jeopardizing other components of the police service as well as other essential services and infrastructure needs of the municipality.

The interest arbitration provisions of the Act must be amended to:

- Improve accountability and transparency of arbitration awards by requiring arbitrators to consider a municipality's capacity to pay based on a comparison of the freely negotiated bargaining settlements in the same municipality, including those of bargaining units with the right to strike. The criteria for comparison of wage settlements should not be limited to only police in other municipalities.
- Establish clear, measurable criteria that include the evaluation of the economic health of the municipality, to be considered on the basis of the labour market characteristics, property tax and socio-economic factors.
- Enable either party to request written reasons for an arbitrator's award, and ensure such reasons demonstrate that the arbitrator gave due and proper consideration to the criteria.

In addition, procedural changes are required to ensure that the arbitration system is timely and fair to both parties.

4. Disciplinary Proceedings

Amend Part V – review and amend provisions relating to disciplinary proceedings. Sworn policers are not currently subject to discipline in a manner similar to civilian employees. The statutory regime for discipline of sworn officers significantly restricts the employer's ability to impose appropriate discipline in response to misconduct. This creates inequity within the police service as between sworn and civilian employees, and affords sworn officers with essentially "jobs for life," a privilege not afforded to any other employees in Ontario. The rights of sworn officers to due

process can be sufficiently protected without a disciplinary regime that fails to hold them to an equitable level of accountability for their conduct.

5. Suspensions with Pay

Amend Part V – section 89 to allow Chiefs of Police the discretion to suspend a police officer without pay when charged with serious *Police Services Act* violations.

Ontario is the only jurisdiction in Canada in which Chiefs of Police do not have the discretion to suspend police officers without pay when the officer is charged with an offence, or even convicted of an offence if the conviction is under appeal. There have been several examples of officers charged with serious offences who continue to receive full compensation while the charges proceed through the courts or disciplinary hearings, including appeals. These proceedings often continue for years; the police service has little control over the pace at which the court proceedings occur and officers have no incentive to move proceedings forward. Approximately 50 officers are suspended with pay in Ontario each year. The cumulative financial impact can be significant – as much as \$5 million/year in compensation.

The prohibition on suspension without pay applies regardless of whether charges arise from on duty or off duty conduct. Increased public awareness of cases involving serious charges has eroded public trust and confidence in the police, and the financial impact can create significant pressure on constrained police budgets. The Association of Municipalities of Ontario has reported that between 2005-2009, Ontario's "Big 12" police services boards paid \$16.9 million in salary to suspended officers. The Act should be amended to give Chiefs discretion to suspend officers without pay.

Education and Training Requirements of Police Officers

6. Probation

Amend section 44(1) to extend the length of the probationary period of constables and require that an officer serve the full probationary period while on active duty.

The Act currently provides for a 12 month period of probation with no provision to extend the probation in the event of interruptions in training, such as a leave of

absence. Officers should be required to serve the full probationary period on active duty to enable the employer to fully assess the officer's skill and competence.

Consideration should also be given to extending the probationary period until an officer has reached First-Class.

The Ministry's consultation guide suggests that the Ontario Basic Constable Training program should be enhanced. If this results in a longer period of training, the probation period should be extended accordingly.

7. Advancement Through the Ranks

Amend O.Reg 268/10 8(3) to extend the period of time for progression from fourth to first class constable. Currently a sworn officer progresses through the ranks from Fourth-Class to First-Class in 5 years with no requirement for additional training, skills or education as an officer progresses through the ranks. This is not consistent with career progress in other professions which require additional training and education to advance. The overall period of advancement should be increased from 5 to 8 years, and additional education and skill requirements should be imposed in order to reach the rank of First-Class.

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DURHAM REGIONAL POLICE SERVICES BOARD

R. Anderson, Chair * A. Furlong, Vice-Chair
 B. Drew, Member * S. Lal, Member
 B. McLean, Member * R. Rockbrune, Member * R. Wilson, Member

December 11, 2017

The Honourable Marie-France Lalonde
 Minister of Community Safety and Correctional Services
 18th Floor, George Drew Building
 25 Grosvenor Street
 Toronto, Ontario M7A 1Y6

Dear Minister Lalonde,

On behalf of the Durham Regional Police Services Board, we are writing to express our views on Bill 175, the *Safer Ontario Act*. At the outset, we wish to applaud the Government's commitment to investing in community safety by improving the system of policing and police oversight. For many years, the police governance community has been reciting the need to for legislative modernization for the sector, and Bill 175 represents an important step towards renewal. We thank you and Ministry officials for your extensive efforts in this regard. The proposed legislation is the product of extensive collaboration and while we do have a number of concerns with the Bill, we support the principles that underpin the *Safer Ontario Act*.

As you may know, the Board expressed its position on legislative priorities in February 2016 in a letter to one of your predecessors, Minister Naqvi. We articulated a number of proposals that we that we believed would foster greater public trust in the police, improve the quality of police services and enhance efficiency. We appreciate that the views we communicated were considered in the preparation of this legislative package, and we hope that the Government will continue to consider input it receives during the Committee's debate of the Bill.

It is evident that the *Safer Ontario Act* recognizes and values the diversity of the Province and the special status of our Indigenous peoples. We extend our support for the areas of the Bill that espouse the importance of recognizing and embracing the diversity of our population and the inclusion of Indigenous perspectives in the determination of policing priorities and the provision of police services.

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 Phone: 905-579-1520, Ext. 4307 * Fax: 905-721-4249
 Email: alongo@drps.ca

In our letter to Minister Naqvi, we emphasized the importance of civilian governance and the need for consistent education of Board members across Ontario. Bill 175 refers to training for Board members that would be prescribed. We look forward to being apprised of the details of this training, and the Government's plans to ensure that it does not impose additional costs on the Board, so that we may lend our support to this important feature. Police records checks would also be conducted prior to an appointment as a member of a Police Service Board, an important requirement that we recommended in our original submission. The new *Police Services Act* would also enable the prescription of competencies for Board members, an initiative that we also supported.

Bill 175 supports additional flexibility with respect to the delivery of adequate and effective police services, and for alternatives in how a Board decides to fulfill the policing functions assigned to it. It is imperative that we remain aware that Ontario currently has the highest policing costs in all of Canada, and that we work proactively to address this challenge. We are grateful for the inclusion of these provisions, and we intend to explore these options fully while respecting the importance of ensuring that functions that require police powers be provided by the police themselves.

We appreciate the attempt to clarify the roles and responsibilities of Boards, especially as they relate to the range of appropriate direction to the Chief of Police. We fully support the principle that, as the civilian governing body, the Board should not be involved in directing specific operational investigations. The Board's role would remain to establish, through policy, the framework in which investigations would occur. We note that the language in the Bill precludes the Board from providing policy direction in a number of other areas. For example, the Board would not be permitted to provide direction with respect to the discipline of a specific police officer. We agree with this restriction, although it implies that the Board may provide direction to the Chief on the discipline of a specific civilian member. It is respectfully submitted that the Board should not be involved in the discipline of any specific member, other than the Chief or Deputy Chief of Police, in order for the Board to retain its strategic focus at the level of governance. We would ask for your clarification with respect to the interpretation of this section.

The Board is also cautiously optimistic with the proposed changes to the new disciplinary provisions contained in the Bill, although unfortunately it appears that the termination of an officer would remain a very cumbersome and costly process. We had indicated our hope that offences that would result in automatic dismissal could be stated in legislation to avoid lengthy litigation. This would serve to clearly state expectations and communicate to the public that police officers who do not conform to the law will be held to account, and we believe would go a long way to building public trust. We hope that the Government may reconsider the inclusion of such a proposal in the Bill.

Under the new disciplinary regime, the Chief of Police would have the authority to determine penalties for internal complaints. We are pleased with this reform, which we expect would streamline the process for resolving internal conduct matters. However, we are concerned that hearings for all public complaints will potentially cause significant delays, which would consequently produce negative effects on officers, complainants, and citizen trust in the police. It will be critical to place emphasis on resolving matters informally where possible, and ensure that the oversight bodies are appropriately resourced, staffed and trained, so that the additional responsibilities that they will assume are administered effectively.

The extension of the probationary period of a constable to 18 months is welcomed, in addition to the requirement for post-secondary education for police officer recruits. While we had hoped that an accredited program would be introduced that would require completion prior to appointment as a police officer, we hope that dialogue in this direction may continue. It is noted that the Board is identified as the employer of the members of the Police Service, and yet the Chief of Police may terminate a constable who does not successfully complete the probationary period. We would appreciate your clarification on whether termination appropriately resides with the Board.

While the Board supports the expansion of the criteria for which an officer can be suspended without pay, the restrictions included in this section are disappointing. In particular, one condition is that suspension without pay may only occur in respect of off duty conduct. This will not serve to strengthen public trust in the police in the rare circumstance where an officer's conduct, while on duty, is so egregious as to warrant criminal charges. We would encourage reconsideration of this provision as a means to enhance public confidence that police officers should not continue to be paid public money when there are grounds to believe they have betrayed the trust of the citizens they have sworn to serve and protect, especially while wearing the uniform.

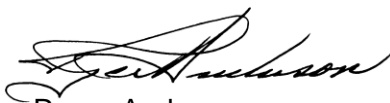
In respect of the labour relations provisions in the Bill, we do wish to register our strong dissatisfaction at the absence of changes. The very profound concerns about interest arbitration, that we share with many other police services boards, the Emergency Services Steering Committee, and the Association of Municipalities of Ontario, were essentially ignored. The new legislation would effectively maintain the status quo with respect to interest arbitration, and the Bill does not provide for exclusions from a bargaining unit in cases of conflict of interest involving senior officers. As we emphasized in our February 2016 letter, it is extremely challenging for the Board to negotiate a meaningful collective agreement with an association that includes the membership of senior leaders that the Board relies upon for information and advice on legal, labour and financial matters. This is an archaic practice that we believe must be addressed in the Bill. We urge the Government to give our positions additional contemplation.

The proposals in Bill 175 would also impose new procedural requirements on Police Services Boards. We are committed to ensuring transparency in our deliberations, and to strengthening public awareness of our decision-making. It may be noted, however, that the Act would introduce a 7-day obligation upon the Board to publish its agenda. We submit that any amount of time is overly prescriptive, and beyond any requirement in the *Municipal Act*, which allows municipalities to determine this length of time in their own by-law. Bill 175 would also disallow Boards from terminating a member for the purpose of reducing the size of the Police Service, unless the approval of the Minister is given. Again, we would reiterate that such an intrusion undermines local autonomy and our ability to deliver efficient policing services that would already be subject to the oversight of the Inspector General.

On a final point, it is worth noting that the *Safer Ontario Act*, if adopted, would preclude a former police officer from serving on a police service board that was once the officer's employer. This provision would prohibit me from continuing as a member of the Durham Regional Police Services Board. While I appreciate the intent behind this restriction, and the circumstances it seeks to prevent, I would respectfully request that consideration be given to grandfathering this provision. In my case, it has been 30 years since I was a member of the Durham Regional Police Service, and any conditions that would have potentially affected my loyal service to the Board have long since vanished. I have been a member of the Board for 14 years, and Chair for the last 7 years, and I firmly believe that I can make a meaningful contribution in the future.

In closing, I would like to note that DRPS Chief Martin has reviewed this correspondence and supports the positions expressed in the areas that relate to his responsibility for policing in our Region. Again, we are pleased that the Government has finally introduced a Bill to modernize policing in our Province, and we look forward to improvements to the Bill prior to it receiving Royal Assent.

Yours truly,



Roger Anderson
Chair

c.c.: Chief Martin
Minister Naqvi, Minister of Justice and Attorney General of Ontario
Mr. Patrick Brown, MPP, Leader of the Progressive Conservative Party of Ontario
Ms. Andrea Horwath, MPP, Leader of the Ontario New Democratic Party
President El-Chantiry, Ontario Association of Police Services Boards
Big 12 Chairs
Local MPPs
President Dollin, AMO

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

BY LAW NO. 02-18

**A By Law to Confirm
the Proceedings of the Board at its Meeting
held on February 14, 2018**

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 14th day of February, 2018

Mafalda Avellino, Executive Director

Mayor Virginia Hackson, Chair