



# The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

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## AGENDA PUBLIC SESSION

Wednesday, June 27, 2018, 9:00 a.m.

COMMITTEE ROOM "A"

YORK REGION ADMINISTRATIVE CENTRE

17250 YONGE STREET

NEWMARKET, ONTARIO

### Pages

1. Disclosure of Interest
2. Confirmation of Public Minutes of May 23, 2018 Board Meeting 1
3. Presentation
  - 3.1 Controlled Substances - Chief of Police
4. Deputations
5. Communications
  - 5.1 Correspondence from Christopher Raynor, Regional Clerk, York Region, May 24, 2018, regarding an update on Bill 175, the Safer Ontario Act, 2018. 7
  - 5.2 Correspondence from Jennifer Malloy, Executive Director, Canadian Association of Police Governance, June 19, 2018, regarding the summary report on the Summit on Gun and Gang Violence. 19
6. Items for Consideration - Reports of the Chief of Police
  - 6.1 Interim Financial Reporting for the Period Ending April 30, 2018 39

### RECOMMENDATION

1. That the Board receive the unaudited interim financial reports for

the four month period ending April 30, 2018, pursuant to  
Financial Accountability Board Policy No. 01/05.

**6.2 Audits of the 2017 Financial Statements 51**

RECOMMENDATION

1. That the Board receive this report for information.

**6.3 Asset Management Planning Update 53**

RECOMMENDATION

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

**6.4 Proposal for Sponsorship of "To Serve & Savour" Event 61**

RECOMMENDATION

1. That the Board approve a sponsorship request for the "To Serve & Savour" event.

**6.5 2017 York Transit Annual Report 75**

RECOMMENDATION

1. That the Board receive this report pursuant to Section 52 of the Agreement between the Regional Municipality of York Police Services Board and the Regional Municipality of York.

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

**7.1 Approvals During Board Recess 99**

RECOMMENDATIONS

1. That during any period when regular meetings of the Board are suspended, either over the summer months or for any other reason, the Board Chair and the Chief of Police (or his delegate), or in the absence of the Chair, the Vice Chair and Chief of Police (or his delegate) be authorized to:

a. Award and execute contracts and other forms of commitment where such matters are not otherwise currently delegated by the Board, including leases;

b. Approve the exercise of the Board's rights and remedies at law including termination of contracts and settlement of claims, appeals and other matters before the courts or administrative tribunals.

2. That the exercise of this authority be subject to the following conditions:

- a. The Chair and the Chief of Police (or his designate) or in the absence of the Chair, the Vice Chair and Chief of Police (or his designate) being satisfied that the authorization is required to prevent interruption of service delivery or to avoid incurring unnecessary costs;
  - b. A memorandum outlining the necessity of such requests be submitted to the Chair and the Chief of Police by the respective Officer in Charge
  - c. Any contracts or documentation be subject to review and approval by Legal Services as to form and content; and
  - d. A report be submitted to the Board at its next regular meeting to advise of the approval of any contracts under this authority.
  - e. Reporting is only required if any commitments have been made under this authority.
3. That the conditions set out in Recommendation No. 2 in this report apply equally to the approval of purchases by the Chief of Police, during any period when regular meetings are suspended including summer recess, under the Board's Purchasing Bylaw.
4. That during the summer recess period from June 29, 2018 to September 25, 2018, the Board delegate to the Chair and Vice Chair of the Board the authority conferred on it by the *Police Services Act* as provided for in Section 34.

## **7.2 Public Relations Reserve Fund - Request for Funding**

103

### **RECOMMENDATION**

- 1. That the Board approve an expenditure in the amount of \$500 from the Board's Public Relations Fund to support the Future Aces 25<sup>th</sup> Silver Anniversary Tournament.

## **8. Unfinished Business**

## **9. Other Business**

### **9.1 Canadian Association of Police Governance Newsletter, June 2018**

111

## **10. Private Session**

### **RECOMMENDATION**

That the Board move into Private Session.

**11. Reconvene in Public Meeting**

**12. Consideration of Private Items**

1. Human Resources (Recommendation 1)
2. Appointment of Special Constables (Recommendation 1)
3. Re-Appointment of Special Constables as Court Security Officers (Recommendation 1)
4. Complainant Request for Board Review of Service Complaint

**13. Confirmatory Bylaw**

133

**14. Adjournment**



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

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

**May 23, 2018**

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The Board commenced its meeting of May 23, 2018 in Committee Room A, York Region Administrative Centre, 17250 Yonge Street, Newmarket, Ontario on the above-noted date at 10:00 a.m. in public session.

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

**Absent:** R. Doobay

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

**YRP Present:** E. Jolliffe, Chief of Police  
T. Carrique, Deputy Chief of Police  
R. Rouse, Acting 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:** J. Hulton, Regional Solicitor

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**175 DISCLOSURE OF INTEREST**

*Nil.*

**176 CONFIRMATION OF PUBLIC MINUTES OF APRIL 25, 2018 BOARD MEETING**

*It was moved by Chairman Emmerson, seconded by Ms Jiang that the Board confirm the minutes for the public session of the meeting held on April 25, 2018 in the form supplied to the members.*

**CARRIED**

**PRESENTATIONS**

**177 Awards for Civic Leadership**

*Moved by Ms Jiang, seconded by Mr. Usman that the presentation be received.*

**CARRIED**

178 **Presentation on “Run, Hide, Defend” – Chief of Police**

*Moved by Ms Jiang, seconded by Mr. Usman that the presentation be received.*

**CARRIED**

**COMMUNICATIONS**

- 179 Correspondence from Matt Torigian, Deputy Minister of Community Safety, Ministry of Community Safety and Correctional Services, May 3, 2018, regarding the creation of the Public Safety Institute in support of Bill 175.

*It was moved by Chairman Emmerson, seconded by Vice Chair Molyneaux that the Board receive the correspondence from Matt Torigian, Deputy Minister of Community Safety, Ministry of Community Safety and Correctional Services, May 3, 2018.*

**CARRIED**

- 180 Correspondence from Minister Marie-France Lalonde, Ministry of Community Safety and Correctional Services, May 8, 2018, regarding Bill 175, Safer Ontario Act, 2018, receipt of Royal Assent on March 8, 2018.

*It was moved by Mayor Bevilacqua, seconded by Mr. Usman that the Board receive the correspondence from Minister Marie-France Lalonde, Ministry of Community Safety and Correctional Services, May 8, 2018.*

**CARRIED**

- 181 Correspondence from Stephen M.A. Huycke, Director of Legislative Services/Town Clerk, Town of Richmond Hill, April 23, 2018, regarding Town Council Resolution on Spas and Wellness Centres in Richmond Hill.

*It was moved by Mayor Bevilacqua, seconded by Vice Chair Molyneaux that the Board receive the correspondence from Stephen M.A. Huycke, Director of Legislative Services/Town Clerk, Town of Richmond Hill, April 23, 2018.*

**CARRIED**

- 182 Communiqué from the Ministry of Community Safety and Correctional Services, Ontario Transforming Police Response and Training, April 3, 2018.

*It was moved by Vice Chair Molyneaux, seconded by Ms Jiang that the Board receive the Communiqué from the Ministry of Community Safety and Correctional Services, Ontario Transforming Police Response and Training, April 3, 2018.*

**CARRIED**

- 183 Correspondence from Minister Charles Sousa, Ministry of Finance, May 11, 2018, regarding the costs associated with the implementation of cannabis legislation.

*It was moved by Chairman Emmerson, seconded by Mr. Usman that the Board receive the communication from Minister Charles Sousa, Ministry of Finance, May 11, 2018.*

**CARRIED**

- 184 Correspondence from Christopher Raynor, Regional Clerk, York Region, May 22, 2018, regarding an update on the Accessibility for Ontarians with Disabilities Act, 2005 and the York Region Accessibility Advisory Committee.

*It was moved by Chairman Emmerson, seconded by Mr. Usman that the Board receive the correspondence from Christopher Raynor, Regional Clerk, York Region, May 22, 2018.*

**CARRIED**

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

185 **Fire Memorandum of Understanding**

*It was moved by Mayor Bevilacqua, seconded by Ms Jiang that the Board adopt the following recommendations contained in the Report of the Chief of Police:*

1. That the Board approve the new Memorandum of Understanding with The Corporation of the Town of Richmond Hill, as originally entered into on June 23, 2008, and Amended and Re-stated on July 15, 2010.
2. That the Board approve the new Memorandum of Understanding with The Corporation of the City of Vaughan, as originally entered into on June 23, 2008, and Amended and Re-stated on July 15, 2010.
3. That the Chief of Police be authorized to execute the agreements on behalf of the Board.

**CARRIED**

186 **Execution of Documents Bylaw and Purchasing By-Law**

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

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

**CARRIED**

187 **Forfeited Offense-Related Property/Proceeds of Crime/Civil Remedies for Illicit Activities**

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

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

**CARRIED**

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

**188 Public Relations Reserve Fund Requests for Funding**

*It was moved by Mayor Bevilacqua, seconded by Vice Chair Molyneaux that the Board adopt the following recommendations contained in the Report of the Executive Director:*

1. That the Board approve an expenditure in the amount of \$3,000 from the Board's Public Relations Fund to support the 2018 Canadian Association of Police Governance Annual Conference;
2. That the Board approve an expenditure in the amount of \$5,000 from the Board's Public Relations Fund to support the Wounded Warriors Highway of Heroes Bike Ride;
3. That the Board approve an expenditure in the amount of \$1,500 from the Board's Public Relations Fund to support the Crime Stoppers of York Region Annual Wayne Snooks Golf Classic with a Gold sponsorship; and
4. That the Board approve an expenditure in the amount of \$2,500 from the Board's Public Relations Fund to support the We Belong! Pride breakfast with a Gold sponsorship.

**CARRIED**

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

- 189 *It was moved by Chairman Emmerson, 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) of the Police Services Act.*

**CARRIED**

*The Board met in Private Session at 10:38 a.m. and reconvened in the public session at 12:30 p.m.*

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

- 190 *It was moved by Ms Jiang, seconded by Vice Chair Molyneaux that the Board rise and report from the Private Session.*

**CARRIED**

**CONSIDERATION OF PRIVATE ITEMS**

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

**Human Resources**

1. That the Board reclassify 37 officers pursuant to the 2016-2019 Uniform Working Agreement; and
2. That the Board appoint two civilians, pursuant to Section 31(1)(a) of the *Police Services Act*.

**Appointment of Special Constables**

1. That the Board authorize the appointment of four part-time Special Constables for a five-year period within York Region, effective May 22, 2018, pursuant to Section 53(1) of the *Police Services Act*.

**Appointment of Student Cadet**

1. That the Board appoint one new individual as a Student Cadet, effective May 22, 2018, pursuant to Section 51(1) of the *Police Services Act*.

**CARRIED**

192 **CONFIRMATORY BYLAW**

The Board had before it Bylaw No. 05-18. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

*It was moved by Ms Jiang, seconded by Mr. Usman that Bylaw No. 05-18, being "a Bylaw confirming the proceedings of the Board at this meeting," be read and enacted.*

Bylaw No. 05-18 was read and enacted as follows:

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

**CARRIED**

193 **ADJOURNMENT**

*It was moved by Chairman Emmerson, seconded by Vice Chair Molyneaux that the meeting be adjourned.*

**CARRIED**

The meeting adjourned at 12:30 p.m.

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Mafalda Avellino  
Executive Director

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Mayor Virginia Hackson  
Chair

*Minutes to be confirmed and adopted at the next regular meeting of the Board to be held on June 27, 2018.*

Accessible formats or communication supports are available upon request.



May 18, 2018

Mafalda Avellino  
Executive Director  
York Regional Police Services Board  
17250 Yonge Street, 3<sup>rd</sup> Floor  
Newmarket, ON L3Y 6Z1



Dear Ms. Avellino:

**Re: Update on Bill 175, the *Safer Ontario Act, 2018***

Regional Council, at its meeting held on May 17, 2018, adopted the following recommendations of Committee of the Whole regarding "Update on Bill 175, the *Safer Ontario Act, 2018*":

1. The Regional Solicitor prepare an amendment to the Indemnification Bylaw for consideration by Council.
2. The Regional Clerk circulate this report to The Regional Municipality of York Police Services Board.

A copy of Clause 19 of Committee of the Whole Report No. 9 is enclosed for your information.

Please contact Stephen Maio, Senior Counsel, at 1-877-464-9675 ext. 71420 if you have any questions with respect to this matter.

Sincerely,



Christopher Raynor  
Regional Clerk

/C. Martin  
Attachment

Clause 19 in Report No. 9 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on May 17, 2018.

## **19**

### **Update on Bill 175, the *Safer Ontario Act*, 2018**

Committee of the Whole recommends adoption of the following recommendations contained in the report dated April 27, 2018 from the Regional Solicitor:

1. The Regional Solicitor prepare an amendment to the Indemnification Bylaw for consideration by Council.
  2. The Regional Clerk circulate this report to The Regional Municipality of York Police Services Board.
- 

Report dated April 27, 2018 from the Regional Solicitor now follows:

#### **1. Recommendations**

It is recommended that:

1. The Regional Solicitor prepare an amendment to the Indemnification Bylaw for consideration by Council.
2. The Regional Clerk circulate this report to The Regional Municipality of York Police Services Board.

#### **2. Purpose**

This report provides Council with an update on Bill 175, the *Safer Ontario Act*, 2018 and an overview of the impact key provisions will have on the Region.



### **3. Background and Previous Council Direction**

**Bill 175, the *Safer Ontario Act, 2018*, represents the most comprehensive amendments to policing legislation since 1990**

The *Safer Ontario Act, 2018* is part of the government's commitment to support stronger, safe communities through its Strategy for a Safer Ontario. It also responds to the recommendations made in the Independent Police Oversight Review conducted by Justice Tulloch and released in April 2017.

The introduction of the *Safer Ontario Act, 2018* follows extensive consultation with many stakeholders across the province over the past five years. While consultation with police boards, chiefs and municipalities focused on modernizing policing and addressing the increasing costs, the *Safer Ontario Act, 2018* introduces changes on a broad range of issues focusing on:

- Shifting to a collaborative approach to community safety and well-being planning
- Enhancing police accountability to the public
- Strengthening the police oversight system
- Outlining police responsibilities and community safety service delivery
- Supporting the sustainability of First Nations policing

Despite extensive advocacy and years of consultation, Bill 175 does little to modernize the delivery of police services, and it provides no relief to the financial burden on taxpayers to sustain municipal police services.

**Bill 175 was introduced on November 2, 2017 and received Royal Assent on March 8, 2018**

As previously reported to Council on [March 29, 2018](#), Bill 175 was introduced in the provincial legislature on November 2, 2017. It was referred to the Standing Committee on Justice Policy at second reading on December 5, 2017.

The Region made written submissions to the Standing Committee in support of the submissions made by the Association of Municipalities of Ontario ("AMO") in February 2018. Following the committee hearings and receipt of submissions, a number of technical amendments were made to the legislation, but the majority of the changes sought by the Region and AMO were not included in these amendments.

**The majority of the provisions in the *Safer Ontario Act, 2018* will not come into force until Proclamation**

While the *Safer Ontario Act, 2018* received Royal Assent on March 8, 2018, the majority of the substantive amendments to the *Police Services Act*, will come into force on dates to be proclaimed by the Lieutenant Governor. Proclamations dates are expected to be announced shortly.

**4. Analysis and Implications**

**The *Police Services Act* will be replaced by six statutes which will come into force on dates to be proclaimed**

The *Safer Ontario Act, 2018* repeals the existing *Police Services Act*, and replaces it with six related statutes:

- *Police Services Act, 2018*
- *Policing Oversight Act, 2018;*
- *Ontario Policing Discipline Tribunal Act, 2018;*
- *Ontario Special Investigations Unit Act, 2018;*
- *Missing Persons Act, 2018;* and
- *Forensic Laboratories Act, 2018.*

The statutes will come into force in stages, likely over the next year. In addition, several of the provisions require regulations which are expected to be released in advance of the in force date(s).

**Changes introduced in the *Police Services Act, 2018* and related statutes will have a direct impact on the Region, the Police Services Board and York Regional Police**

While the legislation primarily impacts the operations of the police service and the board, amendments introduced in the *Safer Ontario Act, 2018* will also have direct implications for Council and its police services board.

The most significant changes for the Region, as a municipality, will come from the increased responsibility for special constables, accountability obligations for board size, diversity planning, and the community safety and well-being planning.

## **Update on Bill 175, the Safer Ontario Act, 2018**

The most significant changes for the Police Services Board will come from the increased responsibility of civilian governance and oversight. Impacts on the board and police service will be reported to the board at a future meeting.

### **Council will be able to decide the size of the Police Services Board but the Province will continue to appoint over one-third of the members**

Under existing legislation, the size of municipal police services boards is determined by population. The York Regional Police Services Board (the "Board") is currently composed of seven members: three appointees from the Minister of Community Safety and Correctional Services; the Regional Chair and two members of Council; and one citizen appointed by Council. Changes to the composition of the Board currently require approval of the Lieutenant Governor in Council.

Under the *Police Services Act, 2018*, boards will be composed of five members unless the municipal council passes a resolution to change the number. Council will be able to set the size of the Board at five, seven or nine members. Regardless of the size of the Board, the ratio of Provincial appointees would remain the same with the Province appointing over one-third of the members.

### **Council will be required to prepare and approve a diversity plan to govern the appointment of members to the Board**

The *Police Services Act, 2018* requires that each municipal council prepare and, by resolution, approve a diversity plan to ensure that members of the board appointed by council are representative of the population of the municipality. This requirement will not only impact the appointments to the Board by Council but may also influence Council's decision on the size of the Board.

While the effective date of this provision is not known at this time, the diversity plan must be approved no later than twelve months after this provision is proclaimed into force. The Act does not provide guidance on the contents of the diversity plan but forthcoming regulations will set out requirements for reporting and publishing the plan. Council will also be required to review and publish the plan at least once every four years.

A municipality will also have the obligation to take reasonable steps to promote the availability of appointments to demographics that have been historically underrepresented on police services boards if it is reasonably foreseeable that there will be a need for a new appointment.

**There is no clear obligation on the Province to consider a municipal diversity plan when making appointments to police services boards**

While Council must adopt a diversity plan, nothing in the legislation compels the Province to consider the plan in making its appointments to the Board, or to ensure the provincial appointments further the goals of the diversity plan. The Act provides that Lieutenant Governor in Council may make regulations governing recommendations by the Minister regarding appointments to police service boards, and establishing standards for such appointments in relation to representation by underrepresented groups.

The Minister does have an obligation to publish an annual report on the steps taken to ensure that public appointees to municipal boards reflect the diversity of the population in the area for which the municipal boards have policing responsibility. The Minister must take reasonable steps to promote the availability of public appointments to police service boards to populations that have been historically underrepresented on police services boards.

**Municipal councils are required to prepare and adopt a Community Safety and Well-being Plan**

On March 29, 2018, Community Health Services reported to Council on [Community Safety and Well-being Plans](#). The report notes that Council will be required to prepare and adopt by resolution a Community Safety and Well-being plan within two years of the day on which this section comes into force.

Council will also be required to establish an advisory committee comprised of representatives as set out in the Act. Staff have identified the Human Service Planning Board of York Region as the body that may be most suited to take on this additional mandate as there are a number of sectors already represented.

Work is currently underway to revise the terms of reference of the Human Service Planning Board of York Region to meet the minimum requirements set out in the *Police Services Act, 2018*. The Commissioner of Community and Health Services will report back to Council in June 2018 with recommendations.

The provisions in the *Police Services Act, 2018* requiring a Community Safety and Well-being Plan will come into effect on January 1, 2019. Council will therefore be required to prepare and adopt its first Community Safety and Well-being Plan by December 31, 2020.



**The Region will assume new responsibilities as a special constable employer**

York Region Transit currently employs twenty special constables. Oversight of special constables is subject to a Joint Services Agreement with the York Regional Police Services Board. Special constables are currently appointed by the Board subject to approval by the Minister of Community Safety and Correctional Services.

Under the *Police Services Act, 2018*, the Region will become a “special constable employer” subject to the approval of the Ministry. The Board will continue to appoint special constables who are employed by York Regional Police and for other special constable employers, including the Region. Such appointments will no longer be subject to Ministry approval. As such, the Board will assume some of the responsibilities of the Ministry.

As a special constable employer, the Region will assume certain duties established and prescribed in the Act. The Region will be required to establish new procedures regarding the disclosure of professional misconduct that is alleged to have been engaged in by a special constable.

The Minister may suspend or terminate the authorization to employ special constables, including a failure to take appropriate action against a special constable employee who may have contravened the Act or the regulations.

**Special constables will fall within the mandate of the Special Investigations Unit and the Ontario Policing Complaints Director**

The *Special Investigations Unit Act, 2018* comes into force on June 30, 2018. The mandate of the Special Investigations Unit (the “SIU”) will be expanded beyond its current scope to include oversight over special constables and auxiliary police officers.

In its written submissions to the legislative committee on Bill 175, the Region requested that non-police employers of special constables, including YRT, be given additional time to implement policies and procedures necessary to respond to the expanded mandate of the SIU. The government appears to have responded favourably to this request, and the expanded mandate of the SIU will not apply to special constables employed outside police services until October 1, 2018.

The SIU is mandated to investigate any incident that may have arisen from the conduct of an “official” resulting in the death of a person, serious injury of a person, and/or the discharge of a firearm. Special constables will fall within the definition of an “official” for the purposes of this Act. The SIU mandate applies

when an official is acting while on duty, or off duty if they were involved in the investigation, pursuit or detention of a person or otherwise exercising their powers as an official. Operational changes will be required to address this new oversight by the SIU, including, introduction of policies and procedures, and training and support for the special constables and their supervisors.

The *Policing Oversight Act, 2018* will also introduce changes to police oversight, including replacing the Independent Police Review Director with the Ontario Policing Complaints Director, and expanding its jurisdiction to include special constables. Members of the public will be able to make a complaint about a YRT special constable for investigation and adjudication under the *Policing Oversight Act, 2018*.

As a result of these changes, YRT special constables will be subject to SIU investigations and public complaints in the same manner as police officers, and therefore subject to criminal and/or disciplinary charges arising out of the course of their duties. Adjudication of discipline arising out of complaints about special constables will be under the jurisdiction of the Ontario Policing Discipline Tribunal.

**Changes in oversight of special constables will result in increased exposure to liability for the Region and staff**

Currently, the Region handles complaints regarding the conduct of special constables internally. Serious complaints relating to special constable conduct are reviewed by the Manager of Enforcement and Security. If the allegations meet the requirements of the complaints criteria under Schedule 'E' of the Joint Services Agreement, they are forwarded to the York Regional Police Professional Standards Bureau for investigation.

Once special constables fall within the jurisdiction of the SIU and Ontario Policing Complaints Director, they will be subject to involvement in additional legal proceedings with potentially serious penalties. As a result, they will require the same legal representation as that afforded to police officers. The Region's Indemnification Bylaw will need to be updated to include special constables and reference the legislation. Staff will prepare the necessary amendments to the Region's Indemnification bylaw. Staff are also working with YRT, with the assistance of York Regional Police, to develop necessary policies and procedures for the oversight of special constables.

**Budgets for municipal police service boards and police services may be subject to binding arbitration if agreement on the budget is not reached with the municipal council**

The budgets for the Board and York Regional Police are submitted to Council for approval. Under the *Police Services Act*, the municipal council shall establish an overall budget for the board and police service but in doing so, it does not have the authority to approve or disapprove of specific items only to approve or disapprove of the overall budget. If the Board is not satisfied with the budget, it may request a hearing and a determination from Ontario Civilian Police Commission.

Under the *Police Services Act, 2018*, if the municipal council does not approve the budget as presented, the police service board will have the right to arbitration to determine the budget. If the board and council do not agree on an arbitrator, one will be appointed by the Police Arbitration Commission. The arbitrator's findings will be binding.

**Bill 175 includes changes intended to enhance civilian governance of police services**

Municipal police service boards are civilian governing bodies. They set the strategic direction of the police service, and they monitor and evaluate the performance of the service against those strategic directions and legislated standards and responsibilities. One of the themes of the government's Strategy for a Safer Ontario is to support and enhance civilian governance by ensuring that boards have sufficient skills and resources to fulfill their responsibilities. Many of the amendments introduced in the *Police Services Act, 2018* are intended to strengthen boards but others introduce new or enhanced areas of responsibility that could impact the role of the Board and the resources required to support that role.

**Bill 175 introduces enhanced requirements for strategic planning**

Under the *Police Services Act*, the Board is required to generally determine, after consultation with the Chief of Police, objectives and priorities with respect to police services in the municipality. Currently, a multi-year business plan is prepared setting out the goals and objectives of the police services.

The *Police Services Act, 2018*, includes requirements for strategic and business planning requirements of the Board are more prescriptive. The Board will be required to develop a strategic plan for policing that outlines a prescribed series of quantitative and qualitative performance objectives and indicators for policing outcomes. This strategic plan is to be prepared in consultation with the Chief of

Police and municipal council, but will also include groups representing diverse communities, school boards, Band Councils and other prescribed persons, organizations or groups within the Board's area of policing responsibility.

The Board will need to determine, in consultation with the Chief of Police, how best to carry out this function. While the process of strategic and business planning may not differ from the existing format, the Board will likely be required to have an increased level of participation and representation in this process which could have an impact on its resources.

**The Board will be required to prepare and adopt a diversity plan for the police service**

The *Police Services Act, 2018* introduces a requirement that boards prepare and adopt a diversity plan to ensure that the members of the police services reflect the diversity of the community it serves. While York Regional Police is advanced in its policies and initiatives promoting diversity, it will be required to adopt some measures to meet the requirements of the legislation. The Board will be required to annually review this plan, monitor performance and ensure compliance with any regulations.

**Membership on the Community Safety and Well-being Plan advisory committee must include a person who represents the Board**

The Board will need to determine how it will be represented on the Community Safety and Well-being Plan advisory committee. While this is not likely to directly impact the Board's responsibilities or resources, it does represent a new area of accountability for the Board.

**The *Police Services Act, 2018* introduces mandatory training requirements for all Board members**

Currently, police services boards are required to ensure that its members undergo any training that the Minister may require or provide. Under the *Police Services Act, 2018*, all Board members will be required to complete prescribed training, within a prescribed time, with respect to covering the role of the board, as well as: human rights, systemic racism, respect and recognition of the rights and cultures of First Nation, Inuit and Metis peoples and the diverse, multiracial and multicultural character of Ontario society. If a Board member does not complete the prescribed training, the member will not be permitted to exercise



## **Update on Bill 175, the Safer Ontario Act, 2018**

the powers or perform the duties of a board member until such time as all of the training has been completed.

### **5. Financial Considerations**

#### **The Region and the Board will likely incur additional costs associated with the obligations arising from Bill 175**

The Board's resources may be impacted by the increased involvement and accountability of Board members for a number of areas including strategic planning, community safety planning, diversity planning and the mandatory training requirements.

The Region will incur costs associated with the preparation of a diversity plan, a Community Safety and Well-being Plan, and support of the advisory committee. The expansion of SIU investigations to include special constables may also result in a financial impact on the Region. The nature of additional costs cannot be determined at this time.

#### **Council endorsed AMO's advocacy for funding to support municipalities and police services boards in meeting obligations under new legislation**

The Region and AMO made submissions on the costs associated with new areas of responsibility in its written submissions on Bill 175. Staff will continue to support AMO's advocacy for funding commensurate with the additional obligations included in the legislation.

#### **Bill 175 will also impact the operations of York Regional Police**

While the financial implications of Bill 175 cannot be determined at this time, the changes on how policing is provided under the *Police Services Act, 2018*, may, in future years, have a financial impact on the operations of the police service which may, in turn, be reflected in the operating budget.

### **6. Local Municipal Impact**

Creating safe, complete and healthy communities represents a common goal for local municipalities and Community Safety and Well-being Plans. These Plans will help to ensure that risks to community safety in areas such as mental health, addiction, homelessness and housing concerns are addressed without the use of emergency resources.

## Update on Bill 175, the Safer Ontario Act, 2018

The requirements in the *Police Services Act, 2018* also apply equally to all local municipalities. Options for how these requirements may be met within the Region will be addressed in the forthcoming report of the Commissioner of Community and Health Services.

### 7. Conclusion

Bill 175, the *Safer Ontario Act, 2018* received Royal Assent on March 8, 2018, and it represents a significant alteration to police governance in Ontario.

Many of the provisions that will have a direct effect upon the Region will come into force on a series of dates yet to be proclaimed.

Staff will continue to monitor the progress of the pending provisions and future regulations under the statutes contained in the *Safer Ontario Act, 2018* and the potential impacts on the Region.

For more information on this report, please contact Stephen Maio, Senior Counsel, at 1-877-464-9675 ext. 71420.

The Senior Management Group has reviewed this report.

Recommended by:

Approved for Submission:

Joy Hulton  
Regional Solicitor

Bruce Macgregor  
Chief Administrative Officer

April 27, 2018

#8419573

Accessible formats or communication supports are available upon request

From: Jennifer Malloy, Executive Director, Canadian Association of Police Governance  
Sent: June-19-18 4:34 PM  
To: Avellino, Mafalda

Subject: Summary report on the Summit on Gun and Gang Violence (Link revised)

Dear CAPG Members:

As you know, on March 7, 2018, the Minister of Public Safety and Emergency Preparedness hosted a national Summit on Gun and Gang Violence to identify priority actions and advance efforts in prevention, intervention, and suppression. The Summit was attended in person and via webcast by over 180 experts from law enforcement, Indigenous, youth and community organizations, mayors from large municipalities and representatives from most provinces and territories.

We are pleased to share the completed summary report which will inform the next steps in Public Safety Canada's initiatives against gun and gang violence.

Regards,

Jennifer Malloy  
Executive Director  
Canadian Association of Police Governance

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# Summit on Gun and Gang Violence

BUILDING A **SAFE AND RESILIENT CANADA**

## Summary Report

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# Table of Contents

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Background .....	3
<i>Summit on Gun and Gang Violence</i> .....	3
Objectives.....	3
Participant Engagement.....	3
Summary of Proceedings .....	4
Presentations .....	4
Participant Discussion .....	6
Supporting Prevention, Intervention and Rehabilitation Initiatives.....	6
Legislative and Regulatory Changes.....	6
Improving Effectiveness of Investigation and Enforcement Activities .....	6
Knowledge, Data and Information-Sharing .....	6
Partnerships and Collaboration .....	7
Funding .....	7
Appendix A: Presentation Summaries and Agenda .....	8
Appendix B: Details of Participant Discussion .....	15

# Background

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Firearm-related homicides in Canada have been steadily increasing, reaching a total of 223 in 2016, 44 more than the previous year. Shootings have now become the most common method of homicide, surpassing homicide by stabbing and beating. Gang-related homicides involving guns are no exception. In 2016 alone, police reported 141 gang-related homicides, 45 more than in 2015. Since 2013, gang-related homicides in Canada's largest cities have almost doubled.

In November 2017, the federal government announced approximately \$327.6 million over five years, starting in 2018–19, and \$100 million annually thereafter, in new federal funding to tackle the increase in gun related violence and gang activity in Canada. This initiative will bring together federal, provincial and territorial efforts to support community-level prevention and enforcement efforts, build and leverage unique federal expertise and resources to advance intelligence related to the illegal trafficking of firearms, and invest in border security to interdict illicit goods including guns and drugs. Funding would also be provided to Indigenous communities and organizations to help build capacity through education, outreach and research, addressing the unique needs of Indigenous communities and urban populations. The initiative will help reduce criminal gun and gang violence so that Canadians can feel safe in their communities.

## *Summit on Gun and Gang Violence*

As part of this overall initiative, the Minister of Public Safety and Emergency Preparedness convened a *Summit on Gun and Gang Violence* on March 7, 2018, in Ottawa to engage stakeholders and address the challenges, opportunities and best practices for reducing gun crime and gang violence in Canada. More than 180 individuals participated in the Summit and provided their perspectives and input on these important issues, including representatives of community, youth and Indigenous organizations, law enforcement, criminal justice, all levels of government, former gang members, academics, gun-owner groups and victims of violence.

### **Objectives**

The overall summit objectives were to:

- Gain an understanding of the trends and challenges in addressing gun violence and gangs;
- Identify priority actions and best practices to address gun crime and criminal activity; and,
- Determine how to advance efforts in prevention, intervention and suppression.

### **Participant Engagement**

As mentioned, the over 180 participants included representatives of community, youth and Indigenous organizations, law enforcement, criminal justice, all levels of government, former gang members, academics, gun-owner groups and victims of violence. In addition to a rich variety of presentations (see



Appendix A), at the end of the day participants engaged in table discussions to consider the way forward and offer advice to the Minister.

The proceedings were also available via webcast, livestreamed on the Public Safety Canada website and by the CBC and CPAC. There was active engagement on social media, with #gunsandgangs trending well throughout the day. Individuals who were not able to physically be present were able to provide input through a number of avenues, including the Public Safety Canada website and by e-mail during the live webcast.

The proceedings are available for viewing on line ([recorded webcast](#)).

## Summary of Proceedings

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The Summit's agenda was organized according to four broad themes:

- Setting the stage: The national and regional picture
- Gangs: How they operate and use technology
- Regional leaders' perspectives
- Alternative approaches to gun and gang violence

In addition, the last session of the afternoon allowed for facilitated discussion on a variety of topics: prevention, intervention, and rehabilitation initiatives; legislative and regulatory initiatives; investigation and enforcement activities; knowledge, data and information sharing; partnerships and collaboration; and, funding.

### Presentations

Brief summaries of the presentations included in each of these themes appear in Appendix A. The presenters reminded the audience that there is considerable regional variability in the characteristics of gangs – as well as in the responses found to be most successful in addressing them. The nature of gangs has been evolving, and the new forms and ways of operating pose an increasing challenge for law enforcement. There has also been an emergence of “new age gangs” – a term used by Dr. Catherine Prowse to describe the loose-knit and fluid groups of “players” who are part of a leader's social network, without necessarily having a gang name and group identity, and are not tied to a geographic turf.

While gang members are primarily male, and new Canadians and Indigenous people are over-represented in gangs, in her studies of Manitoba gangs, Dr. Kathleen Buddle found a significant degree of cross-cultural integration, as individuals tend to face similar struggles that cut across ethnic, racial and cultural lines.

Gang members, and prospective members, are often struggling with the effects of trauma, the child welfare system, colonialism, family and community violence, poverty, homelessness, lack of education, bullying, marginalization, dislocation, societal inequities and other structural and systemic issues.

Impoverished communities are also the primary victims of gang crime and violence, according to Dr. Buddle.

Gangs are increasingly innovative in their approaches. For example, the trade in illegal firearms is aided by the “darknet” on the worldwide web, which allows anonymity and provides a borderless, international on-line trade in illicit materials including illegal drugs and stolen firearms. Tracking is extremely difficult and policing the darknet requires highly skilled investigators.

In responding both to this phenomenon and gang activity more generally, the Royal Canadian Mounted Police (RCMP), the Canada Border Services Agency (CBSA) and other law enforcement entities work collaboratively, domestically and internationally, to curb the illicit movement of firearms, and to trace seized firearms and identify the sources. Complementarily, across the country, the training of prosecutors, law enforcement and others in the criminal justice system is ongoing in an effort to curb organized crime and firearms-related offences.

At the level of prevention and intervention, collaborative community programs are working to support young people and others in terms of helping them decide against pursuing gang life or to exit from a gang. Support is also necessary, and provided in innovative fashions, for family and friends of gang members and former gang members, as well as for individuals and communities who have been impacted or victimized by gang activities and crime. Many such interventions focus on the individual and work to develop holistic approaches to intervention.

A small number of extracted comments from presenters serve to illustrate the complexity of gun and gang violence.

*“When you see a kid that’s at risk [of joining a gang] the majority of these kids didn’t even eat in the morning; they don’t have a father at home...They’re told ‘stay away from gangs’ but maybe the gang member is helping them get something to eat. Have sympathy for these kids. They’re struggling. They’re struggling from the inside out.... They’re all lost.”* Mr. Benjamin Royalz Kwofie, The Remix Project

*“A hopeful child will never join a gang.”* Mr. Alex Munoz, STR8 UP

*“Young people may make wrong choices and, also, we have systems that fail them.”*  
Dr. Hieu Ngo, University of Calgary

*“Gang and organized crime investigations are extremely complex and take a tremendous amount of resources to investigate and to prosecute.”* Jim Gresham, Assistant Commissioner, RCMP (British Columbia)

## Participant Discussion

In the final session of the Summit, participants were asked to discuss and present their views regarding the way forward in addressing gun and gang violence and how to improve and strengthen strategies and initiatives. A number of key themes arose during these discussions and were paralleled both via the other means participants had to provide feedback and in the presentations. Participant feedback is summarized thematically below, and is presented in greater detail in Appendix B.

### **Supporting Prevention, Intervention and Rehabilitation Initiatives**

Initiatives need to address the most vulnerable people, be culturally sensitive, relevant to community needs and involve the people that they serve. As well, initiatives should look beyond the immediate problem of guns and gangs to holistic, “healthy communities” approaches and those that address the roots of violence. Moreover, it is important that a richness of different interventions exist in order to target different needs and reach different clienteles, such as youth, women, and Indigenous Peoples.

### **Legislative and Regulatory Changes**

Legislative and regulatory initiatives’ effectiveness can be strengthened when these are aligned at federal, provincial/territorial, and municipal levels, and when such initiatives are introduced in a timely manner. New initiatives should be nimble and responsive to changing realities. For example, these could include restricting bulk firearm purchasers, requiring sellers of non-restricted firearms to keep sales records to enable tracking of gun ownership, adopting measures to address the use of rental vehicles for criminal activity, and updating privacy and related legislation to ensure appropriate access to information in a gang activity context.

### **Improving Effectiveness of Investigation and Enforcement Activities**

Effective investigation and enforcement around gangs and gang activity requires specific training for police working in this area, including training and technology resources around investigating illegal gun and gang activity on the internet. More detailed suggestions were also made, such as expanding the ability of enforcement agencies to use canine units to establish probable cause.

### **Knowledge, Data and Information-Sharing**

There is a need for enhancements both in data collection/reporting and information sharing. Participants identified the need for research that is informed by law enforcement and community groups working in the areas of guns and gangs, such as predictive analysis of emerging “hot spots” of gang activity, as well as sources and movement of firearms and gang members. Finally, there is a need for increased information-sharing, both of research and best practices, as well as opportunities like the Summit where those working in the field can share experiences.

**Partnerships and Collaboration**

There is a need to improve collaboration within sectors and across sectors at the community, regional and national levels. Initiatives to explore include formalizing partnerships through Memoranda of Understanding and promoting the need for organizations to have a defined strategy for collaboration, perhaps as a requirement for program funding.

**Funding**

Addressing the challenge of gangs and their underlying issues is a long-term endeavour that requires long-term, stable funding to be successfully addressed. Funding should not only target supporting proven, evidence-based programs but should also be flexible enough to support innovative, new approaches that may not yet be proven.

# Appendix A: Presentation Summaries and Agenda

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## Opening Remarks

The Honourable Ralph Goodale, Minister of Public Safety and Emergency Preparedness, Canada

“We cannot arrest, charge and imprison our way out of this problem.” Better prevention strategies and a collaborative, multi-sectoral approach to gun and gang violence are needed, to improve the safety and security of communities. A coherent national approach is necessary because gun violence and criminal gang activity cross borders and change shape quickly. Minister Goodale reminded participants of the government’s November 2017 commitment of \$327.6 million in new federal funding over five years, and \$100 million every year thereafter, to combat gun and gang violence.

## The National and Regional Picture

Dr. Catherine Prowse, Department of Anthropology and Archaeology, University of Calgary, Alberta

Studying the social networks of “New-Age Gangs” reveals gang formations that have arisen over the past 15 years alongside more traditional street gangs. Instead of having a clear internal structure, group identity and turf, they are drawn from a leader’s personal network, with fluid membership and commodity-based turf rather than geographically anchored turf. The fluid, mobile and cross-jurisdictional nature of “new-age gangs” poses an increasing challenge for law enforcement. (The research is detailed in Dr. Prowse’s book, *Defining Street Gangs in the 21<sup>st</sup> Century: Fluid, Mobile and Transnational Networks*.)

Dr. Hieu Ngo, Faculty of Social Work, University of Calgary, Alberta

The work of addressing gang violence needs to be anchored in the Canadian reality and begins with an understanding of young people’s lives, taking particular note of racialized minorities and those born outside of Canada. We need to see youth not only as gang-involved but as whole human beings, and consider their cultures, their roles and interactions in their families and communities, and their identity formation. We need to look both at the choices they have made and the ways that our societal systems may have failed them.

Dr. Kathleen Buddle, Faculty of Anthropology, University of Manitoba, Manitoba

Indigenous and poor newcomer youth are over-represented in Manitoba gangs and these same communities experience a high victimization rate. We need to examine the life cycle of individuals within gangs from one generation to the next and consider the context of immigration and child welfare policies, Indigenous rights struggles, the Indigenous healing movement, multiple areas of legislation and colonialism. We need to address the structural constraints that situate socio-economically and culturally-marginalized youth “at the lowest rungs of Canadian society.”

Mr. Alex Munoz, Executive Director, STR8 UP Inc., Saskatoon, Saskatchewan

STR8UP is one of the only organizations that works strictly with ex-gang members in Saskatchewan, helping people remove themselves from gangs and recover from the effects of gang life. Since its founding in the 1990s, STR8UP has served more than 400 people and presented over 2000 times to organizations across Saskatchewan, Alberta and Manitoba on the realities of gang-life. Holding true to its grassroots beginnings, STR8 UP former gang members represent one-third of its Board of Directors and one-half of its staff. As individuals struggle with the effects of trauma, the child welfare system, colonization and more, STR8UP supports them to “determine their own destiny” in numerous ways, including peer mentoring and job placement. STR8UP works both inside and outside the correctional institutions to make individuals and communities safer and healthier. It is currently, both “underfunded and understaffed”.

Ms. Jorgina Sunn, Peer Mentor and Board Member, STR8 UP Inc., Saskatoon, Saskatchewan

People who come to STR8UP are at a point of hopelessness and are met with unconditional love from the founders of the organization and others. They are supported to transition away from gangs, overcome addictions, find employment, and more. As an ex-gang member, Ms. Sunn can attest that “making these changes was extremely terrifying.” It is essential to understand the personal situation of people who have left gangs and help them heal, because “we need healthy people to make healthy communities.”

## Data on Guns

Ms. Lynn Barr-Telford, Director General, Health, Justice and Special Surveys, Statistics Canada

The only information Statistics Canada has, related to gang criminal activity, is on gang-related homicides. The statistics, with the exception of homicide, do not include data from Quebec. While there is a downward trend in the overall rate of violent crime, there has been an increase in gun-related crime since 2013. About half of gun-related homicides are gang-related. There are still significant gaps in the data. For example, we do not know if firearm-related violent crimes are linked to organized crime.

## Gangs and Social Networks

Dr. Martin Bouchard, School of Criminology, Simon Fraser University, British Columbia

Social networks are an essential feature of gangs. Networks provide information on their relationships both inside and outside of the gang, as well as gang members' decision-making around collaboration for specific crimes. Social network analysis can help predict who will become a gang member, who is likely to be a current member, and who may become a victim of gang-related violence. Some gangs have a "core," some don't; in approaching the issue of gang boundaries, we need to assume little, and follow the social ties. Mapping gang networks can help shape proactive action in prevention, intervention and enforcement approaches.

## Internet Smuggling and Trafficking

Mr. Rob O'Reilly, Director, Firearms Regulatory Services, RCMP

Most of the internet (about 95%) is accessible only with special software and tools and is known as the Deep Web. A smaller component of this Deep Web is the Darknet, where certain tools can allow anonymous interaction and content, setting the stage for an international on-line market in illicit goods, including illegal firearms. Cryptocurrencies and “stealth shipping” methods help sellers and buyers evade detection, and their methods evolve rapidly. Thus, conducting on-line investigations requires highly skilled personnel.

## Regional Leaders' Perspectives

His Worship John Tory, Mayor of Toronto, Ontario

Canadian cities are generally safe by world standards, but we cannot be satisfied with current trend lines. In Toronto, at least 65% of gun homicides have some connection to gangs. Toronto has developed a number of successful approaches, including a Gun and Gang Task Force; integrating different levels of policing; and Focus Toronto, addressing issues like housing and mental health. There are numerous gaps and shortcomings in terms of legislation, collaboration and availability of federal resources for effective community action.

Mr. Jim Gresham, Assistant Commissioner, RCMP (British Columbia)

The issue of gangs and organized crime is one of the top policing priorities across the country. British Columbia is a major trans-shipment point for illegal goods, including drugs and firearms. B.C. uses an integrated enforcement model, bringing together local, provincial and federal forces, and police forces to collaborate with community partners. Initiatives include Surrey Wraparound, the End Gang Life Program, the Gang Intervention and Community Engagement Officer Program, and the Prolific Violent Gang Offender Management Program.

Mr. Mario Harel, President, Canadian Association of Chiefs of Police

The issue of gun violence and gangs extends from our largest cities to our most remote communities. We must all work together, with collaboration among policing agencies and among the various levels of government for funding. We need to look at the social dimensions, the trans-border and international dimensions, and remove impediments that prevent law enforcement agencies from obtaining the evidence they need. Regarding privacy and security issues, “privacy should not mean anonymity”.

Honourable Mike Farnworth, British Columbia Minister of Public Safety and Solicitor General

British Columbia has a multi-pronged anti-gang strategy to address gangs and alleviate their effects. There are numerous initiatives in prevention, intervention and enforcement. The BC Illegal Firearms Task Force made 37 recommendations in the Fall of 2017, issuing a call for the federal government to enhance certain federal laws and programs, including changes to the *Criminal Code* and the *Firearms*

Act. It is important to address the links between organized crime, guns and drugs, particularly opioids, and to make sure these initiatives are adequately resourced.

## Alternative Approaches to Gun and Gang Violence

### International Firearms Smuggling and Interdiction

Ms. Lisa Janes, Director General, Border Operations, Canada Border Services Agency (CBSA)

The CBSA provides integrated border services, processing over 90 million travelers arriving in Canada annually. Approximately 96% of 2017 firearm seizures arrived by highway. CBSA uses technology and dog teams to detect concealed firearms and other prohibited goods. CBSA collaborates with other domestic and international law enforcement agencies, working to curb the illegal smuggling of firearms and to trace seized firearms in order to identify trafficking networks. They also collaborate to identify persons who are part of organized crime groups.

### After the Seizure of a Firearm

Mr. Denis Savard, Officer in Charge, National Weapons Enforcement Support Team (NWEST), RCMP

Focusing in on what happens after a firearm seizure, there are two specialized units which offer support to all law enforcement agencies. These are NWEST and the Canadian National Firearms Tracing Centre (CNFTC). NWEST offers expertise in areas such as classifying firearms, providing expert testimony, firearms testing, support in writing search warrants, etc. CNFTC works to identify the source of illegal and illicit firearms, providing additional investigative elements in criminal cases.

### Training of Prosecutors across Canada

Mr. Vincent Paris, Crown Counsel, Ontario Ministry of the Attorney General

The Ministry works to educate criminal prosecutors, enforcement personnel and others across the country in the extremely complex process of prosecuting organized crime offences, beginning with education on the application of the *Criminal Code*. The second area of education and training is in prosecuting firearms offences. They provide timely updates and education on legislative challenges and support collaboration and integration among agencies, including Corrections, Probation and Parole, CBSA, and others.

### Working with At-risk Youth

Ms. Lindsay Daniller, Director, Community Initiatives and Strategic Development, and Ms. Holly Hallborg, WrapED Project Manager, REACH Edmonton, Alberta

WrapED focuses on 12-17-year-old Indigenous, immigrant and refugee youth, at risk of, or engaged in gang activity. They include some of Edmonton's most vulnerable youth. WrapED uses a High Fidelity WrapAround Process. It relies upon collaboration among youth facilitators from four front-line agencies and the local police service. The emphasis is on developing meaningful relationships with the youth, helping them access resources, encouraging cultural connections, and supporting "client voice and choice".



Ms. Alison Gutrath, Community Coordinator, In It Together, Abbotsford, British Columbia

Abbotsford had the second-highest homicide rate in Canada in 2017 and has a high rate of gang activity. In It Together, a five-year project of Abbotsford Community Services funded by Public Safety Canada, works to reduce gang involvement through collaboration with community partners, including John Howard Society of the Lower Mainland of BC, Abbotsford Police Department and the Abbotsford School District. They serve youth ages 12-30 and their families using the Comprehensive Gang Reduction Model, applying strategies in prevention, intervention, suppression and re-integration. Services are offered in both English and Punjabi. Clients have individual service plans which may include attending a youth recreation or parent group; counselling; music therapy and one-to-one work with staff. One client now uses music to support others. "I used to see myself as a criminal," he said. "Now I see myself as a musician."



# Summit on Gun and Gang Violence

BUILDING A **SAFE** AND **RESILIENT** CANADA

## Agenda

111 Sussex Drive, Ottawa

March 7, 2018 | 7:30 a.m. – 4:45 p.m.

7:30 / 07 h 30

**Breakfast and Registration**

8:15 / 08 h 15

**Welcome, Elder's Blessing, Opening Remarks**

9:00 / 09 h 00

**Presentation #1**

**Setting the Stage –**

**The National and Regional Picture**

- Dr. Catherine Prowse, University of Calgary
- Dr. Hieu Ngo, University of Calgary
- Dr. Kathleen Buddle, University of Manitoba
- Alex Munoz and Jorgina Sunn, STR8 UP, Saskatoon

**Data on Guns**

- Lynn Barr-Telford, Director General, Health, Justice, and Special Surveys, Statistics Canada

10:15 / 10 h 15

**Break**

10:30 / 10 h 30

**Presentation #2**

**Gangs - How They Operate and Use Technology**

**Social Networking**

Gangs and social networking

- Dr. Martin Bouchard, Simon Fraser University

**Internet Smuggling and Trafficking**

The rise and challenge of darknet markets and firearms internet trends.

- Rob O'Reilly, Director of Firearms Regulatory Services, RCMP

11:00 / 11 h 00

**Presentation #3**

**Regional Leaders' Perspectives**

Leaders will present on their jurisdictions' challenges, initiatives and best practices.

- Mayor John Tory, Toronto
- Mario Harel, President, Canadian Association of Chiefs of Police
- Jim Gresham, Assistant Commissioner, RCMP (BC)
- Honourable Mike Farnworth, Minister, BC

12:00 / 12 h 00	<b>Lunch</b>
1:00 / 13 h 00	<b>Presentation #4</b> <b>Alternative Approaches to Gun and Gang Violence</b> <b><i>Law Enforcement</i></b> International firearms smuggling and interdiction <ul style="list-style-type: none"> <li>• Lisa Janes, Director General, Border Operations, Canada Border Services Agency</li> </ul> After the seizure of a firearm – National Weapons Enforcement Support Team (NWEST) support to law enforcement <ul style="list-style-type: none"> <li>• Inspector Denis Savard, Officer in Charge, NWEST, RCMP</li> </ul> <b><i>Criminal Justice System</i></b> Training of Prosecutors across Canada on firearms cases <ul style="list-style-type: none"> <li>• Vincent Paris, Crown Counsel, Ontario Ministry of the Attorney General</li> </ul> <b><i>Working With At-risk Youth</i></b> What motivates individuals to join gangs, and to leave them? <ul style="list-style-type: none"> <li>• Holly Hallborg and Lindsay Daniller, Wraparound Edmonton</li> <li>• Alison Gutrath, In It Together, Abbotsford</li> </ul>
2:15 / 14 h 15	<b>Break</b>
2:30 / 14 h 30	<b>Seeking Outcomes</b>
4:20 / 16 h 20	<b>Wrap-up and Closing Remarks (25 mins)</b>

# Appendix B: Details of Participant Discussion

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Feedback was gathered not only from participants at the Summit, but also via email from those who made submissions during the event.

## **Supporting Prevention, Intervention and Rehabilitation Initiatives**

- Prioritize evidence-based interventions, while still allowing for innovative new approaches.
- Need a critical assessment of approaches and programs, improved transparency and accountability and programming performance metrics.
- Develop screening tools and a comprehensive intake system for the most vulnerable people.
- Undertake a “Healthy Communities” approach based on community identification of needs, encompassing housing, health care, education, clean water, social services and employment, mental health supports, family supports.
- Adopt or expand Restorative Justice models, which include victims of violence and their families, in the healing and re-integration process.
- Focus on rehabilitation of those within and exiting the criminal justice system.
- Incorporate a gender lens in addition to lenses of ethnicity and indigeneity; develop responses that are culturally-sensitive and relevant to community needs.
- Understand the roots of youth violence, listen to the voices of youth, support youth-to-youth programs and entrepreneurship programs for youth.
- Support to address the “programming vacuum” for youth age 12-16.
- Develop responses which are culturally sensitive and relevant to community needs.

## **Legislative and Regulatory Changes**

- Align federal, provincial and municipal legislation.
- Ensure any new legislation is introduced in timely manner.
- Update privacy and related legislation to ensure appropriate access to information in a gang activity context.
- Require sellers of non-restricted guns to keep sales records, including private sales, to enable tracking of gun ownership.
- Restrict multiple purchases of firearms.
- Adopt measures to crack down on use of rental cars for criminal activity.
- Make use of peace bonds for high risk individuals.

## **Improving Effectiveness of Investigation and Enforcement Activities**

- Offer better or more training for law enforcement officers working with gangs.
- Expand support to enable timely investigation and prosecution.
- Reduce administrative aspects of enforcement work.
- Increase resources available to investigate illegal activity on the internet, and for new technological tools.
- Expand ability of enforcement agencies to use canine units to establish probable cause.
- Implement more fulsome measures for witness management and protection.

## **Knowledge, Data and Information-Sharing**

- Greatly improve data collection, analysis and information-sharing within sectors (particularly law enforcement) and across sectors (community agencies, academics, law enforcement, government, etc.) at the community, regional and national levels.
- Utilize consistent definitions of terms.
- Ensure academic research addresses questions and issues that are posed by community groups and law enforcement and is applicable to their work.
- Develop methods to identify and share best practices, to identify and communicate innovative approaches and to tailor responses to regional realities.
- Create national clearinghouse/centre of excellence to gather and disseminate information and research results in a timely manner.
- Take steps to address systemic bias and ensure adequate consultation with particular communities most affected by these public safety concerns.
- Provide federal funding for local organizations to come together in various ways and share information and experiences (e.g., a similar Summit which is youth-focused, to hear the youth voice).
- Conduct better predictive analysis of emerging “hot spots” of gang activity
- Use data to support better identification of vulnerable communities, the factors leading to gang involvement and a reliable risk/needs assessment process for those under 12, older youth and adults.
- Need clarity around data/statistics connecting gun violence and gangs.
- Gather data on gang involvement in more types of criminal activity, on the origin of firearms involved in gun crime, on the identity of both victims and persons accused of firearm-related violent crime and data about marginalization and gun crime.
- Collect more robust operationally-relevant data (e.g., sources and movement of firearms and gun parts, movement of high level criminals, better data from Uniform Crime Reports).

## **Partnerships and Collaboration**

- Greatly improve collaboration within sectors and across sectors (community agencies, academics, law enforcement, government, etc.) at the community, regional and national levels.
- Expand integrated teams approach (community program staff and policing) and provide training for these teams; include education on gun legislation.
- Explore formal Memoranda of Understanding, such as that developed between Ottawa Police Service and John Howard Society.
- Adopt a more collaborative framework within and among levels of government.
- Require that organizations have a strategy for collaboration, as one of the criteria for program funding.
- Need means of trust-building; finding a “middle ground” and going beyond stereotypes.

## **Funding**

- Base funding decisions on evidence-based programs.
- Make funding available for innovative, new approaches that may not yet be proven.
- Ensure long-term stable funding, particularly for community level prevention and intervention initiatives.
- Streamline funding (municipal, provincial, federal) and coordinate funding mechanisms.
- Allow more funding to flow from federal to regional/municipal level.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 27, 2018

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**Interim Financial Reporting for the Period  
Ending April 30, 2018**

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**RECOMMENDATION**

1. That the Board receive the unaudited interim financial reports for the four month period ending April 30, 2018, pursuant to Financial Accountability Board Policy No. 01/05.

**SYNOPSIS**

The Regional Municipality of York Police Services Board (the “Board”) is 27.9 percent spent at the end of April 30, 2018. York Regional Police is 32.2 percent spent for the same time period. A Schedule of Reserves Balances totalling \$7,033,815 and Schedule of Capital Budget Spending with current year spending totalling \$1,178,128, have also been supplied for information purposes.

**FINANCIAL IMPLICATIONS**

At this time, it is projected that the Regional Municipality of York Police Services Board and York Regional Police 2018 operating budgets will be within funding approved by the Regional Municipality of York Police Services Board. Financial analysis and reporting on all major accounts, including salaries, benefits, court time, overtime, fuel and investigative expenses are ongoing. Budget notes have been attached for all major variances.

## **BACKGROUND**

The Board's Financial Accountability Policy states that "the Chief of Police shall report monthly on actual financial performance to the Police Services Board". The Regional Municipality of York Finance Department month-end accounting period is now complete and the unaudited interim financial reports for the Board and York Regional Police for the period ending April 30, 2018 are attached to this report.

Net expenditures for the Board are \$117,775 or 27.9 percent of budget. For comparison purposes, the Operating Budget for the Board was 27.5 percent spent at April 30, 2017. Favourable variances exist in the salaries, legal fees, and consultant fees accounts and offset ahead of plan membership fees.

Net expenditures for York Regional Police are \$104,143,222 or 32.2 percent of budget, which include \$1,123,290 due to duplicate funding entries by the Region's Office of the Budget. These entries have been corrected for May month end. For comparison purposes, the Operating Budget for York Regional Police was 32.6 percent spent at April 30, 2017.

Expenditures for salaries and benefits are on budget. Favorable variances in investigative expenses, legal fees, purchase of services, hydro water, and office cleaning accounts offset ahead of plan software maintenance, telecom contract, and radio licences expenses.

It is therefore recommended that the unaudited interim financial reports for April 30, 2018 be received in accordance with the monthly reporting requirements outlined in the Financial Accountability Board Policy No. 01/05.

EJ/II

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

Accessible formats or communication supports are available upon request



## Schedule of Operating Budget Spending as of April, 2018

	Year-to-Date Actuals			Annual Budget			Balance			% Spent
	Board	YRP	Total	Board	YRP	Total	Board	YRP	Total	
Salaries and Benefits	\$94,106	\$100,749,241	\$100,843,347	\$316,900	\$305,479,699	\$305,796,599	\$222,794	\$204,730,458	\$204,953,252	33.0%
Program Specific Expenses	\$0	\$685,750	\$685,750	\$0	\$2,866,800	\$2,866,800	\$0	\$2,181,050	\$2,181,050	23.9%
Professional Contracted Services	\$2,220	\$336,439	\$338,659	\$40,000	\$1,638,100	\$1,678,100	\$37,780	\$1,301,660	\$1,339,440	20.2%
General Expenses	\$177,448	\$5,297,377	\$5,474,825	\$137,000	\$17,144,100	\$17,281,100	-\$40,448	\$11,846,723	\$11,806,275	31.7%
Financial Charges	\$0	\$65,219	\$65,219	\$0	\$214,000	\$214,000	\$0	\$148,781	\$148,781	30.5%
Financial Items	\$0	\$4,268	\$4,268	\$0	\$0	\$0	\$0	-\$4,268	-\$4,268	0.0%
Insurance	\$0	\$833,333	\$833,333	\$0	\$2,500,000	\$2,500,000	\$0	\$1,666,667	\$1,666,667	33.3%
Occupancy Costs	\$0	\$2,449,504	\$2,449,504	\$0	\$9,202,842	\$9,202,842	\$0	\$6,753,339	\$6,753,339	26.6%
Minor Capital	\$0	\$38,227	\$38,227	\$3,000	\$487,044	\$490,044	\$3,000	\$448,818	\$451,818	7.8%
Debt Related Payments	\$0	\$1,523,086	\$1,523,086	\$0	\$7,317,076	\$7,317,076	\$0	\$5,793,990	\$5,793,990	20.8%
Contribution to Reserves	\$30,995	\$4,943,635	\$4,974,629	\$60,000	\$8,449,959	\$8,509,959	\$29,005	\$3,506,325	\$3,535,330	58.5%
<b>Total expenditures</b>	<b>\$304,770</b>	<b>\$116,926,078</b>	<b>\$117,230,848</b>	<b>\$556,900</b>	<b>\$355,299,620</b>	<b>\$355,856,520</b>	<b>\$252,131</b>	<b>\$238,373,542</b>	<b>\$238,625,672</b>	<b>32.9%</b>
<b>Internal Charges</b>	<b>\$0</b>	<b>\$556,300</b>	<b>\$556,300</b>	<b>\$0</b>	<b>\$1,668,900</b>	<b>\$1,668,900</b>	<b>\$0</b>	<b>\$1,112,600</b>	<b>\$1,112,600</b>	<b>33.3%</b>
<b>Total Revenues</b>	<b>(\$186,995)</b>	<b>(\$13,339,156)</b>	<b>(\$13,526,151)</b>	<b>(\$135,000)</b>	<b>(\$33,879,190)</b>	<b>(\$34,014,190)</b>	<b>\$51,995</b>	<b>(\$20,540,034)</b>	<b>(\$20,488,039)</b>	<b>39.8%</b>
<b>Net Levy before Allocations &amp; Recoveries</b>	<b>\$117,775</b>	<b>\$104,143,222</b>	<b>\$104,260,997</b>	<b>\$421,900</b>	<b>\$323,089,330</b>	<b>\$323,511,230</b>	<b>\$304,125</b>	<b>\$218,946,108</b>	<b>\$219,250,233</b>	<b>32.2%</b>
<b>Percentage spent</b>	<b>27.9%</b>	<b>32.2%</b>	<b>32.2%</b>							

### Notes / Assumptions

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



## Schedule of Capital Budget Spending as of April 30, 2018

Project	Project #	Commenced	Capital Authority	Project Spending		Inception to Date	Balance	% Spent	Anticipated Completion
				Prior Years	Current Year				
#1 District Multi-Function	P29020	2017	\$1,507,170	\$7,170	\$5,588	\$12,758	\$1,494,412	0.8%	Dec 2020
Renovations - #4 District	P29043	2014	\$2,481,229	\$631,229	\$77,107	\$708,336	\$1,772,893	28.5%	Dec 2018
Sub-station Outlook - King	P29046	2016	\$1,300,000	\$2,993	\$6,318	\$9,311	\$1,290,689	0.7%	Dec 2018
CSV Expansion & Renovations	P29051	2017	\$1,757,633	\$257,633	-\$86,000	\$171,633	\$1,586,000	9.8%	Dec 2018
Robotics/Support Service Equipment	P29014	2018	\$182,000	\$0	\$0	\$0	\$182,000	0.0%	Dec 2018
Police Helicopter	P29050	2018	\$289,000	\$0	\$0	\$0	\$289,000	0.0%	Dec 2018
Technical Investigation Equipment	P29023	2015	\$1,100,000	\$0	\$0	\$0	\$1,100,000	0.0%	Dec 2019
Closed Circuit / Witness Rooms	P29035	2018	\$590,000	\$0	\$488	\$488	\$589,512	0.1%	Dec 2018
Specialized Equip - Forensic Lab	P29047	2018	\$142,000	\$0	\$0	\$0	\$142,000	0.0%	Dec 2019
Business Intelligence	P29011	2015	\$1,986,747	\$1,826,747	\$15	\$1,826,762	\$159,985	91.9%	Dec 2018
Info Technology Hardware & Software	P29022	2018	\$920,000	\$0	\$30,981	\$30,981	\$889,019	3.4%	Dec 2018
IT Infrastructure & Retention	P29030	2018	\$878,000	\$0	\$97,186	\$97,186	\$780,814	11.1%	Dec 2018
Connected Officer/In-Car Modernization	P29034	2018	\$1,143,000	\$0	\$6,024	\$6,024	\$1,136,976	0.5%	Dec 2021
Radio System	P29042	2018	\$310,000	\$0	\$324,445	\$324,445	-\$14,445	104.7%	Dec 2019
Vehicles (Replacement & Additional Staff)	P29010	2018	\$4,125,000	\$0	\$230,230	\$230,230	\$3,894,770	5.6%	Dec 2018
Specialized Equipment	P29017	2018	\$953,000	\$0	\$109,818	\$109,818	\$843,182	11.5%	Dec 2018
#3 District Marine Headquarters	P29031	2011	\$8,211,684	\$2,761,684	\$375,928	\$3,137,612	\$5,074,072	38.2%	Dec 2018
Renovation to Existing Facilities	P29033	2018	\$250,000	\$0	\$0	\$0	\$250,000	0.0%	Dec 2018
<b>Total capital budget spending</b>			<b>\$28,126,463</b>	<b>\$5,487,456</b>	<b>\$1,178,128</b>	<b>\$6,665,584</b>	<b>\$21,460,879</b>	<b>23.7%</b>	

Notes:

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

## Schedule of Reserve Balances as of April 30, 2018

Reserve fund	Reserve #	Balance at Dec. 31/17	Funding to Reserve	Funding to Budget	Interest Earned	Balance at April 30/18
Board public relations fund	89595	\$301,187	\$29,875	-\$156,000	\$0	\$175,062
Development charge reserve	89335	\$12,926,907	\$1,555,138	-\$3,885,345	\$100,758	\$10,697,458
Sick bank reserve	89615	-\$4,338,704	\$500,000	\$0	\$0	-\$3,838,704
<b>Total reserves</b>		<b>\$8,889,390</b>	<b>\$2,085,013</b>	<b>-\$4,041,345</b>	<b>\$100,758</b>	<b>\$7,033,815</b>



Account		YTD Actuals	YTD Budget	YTD Variance	% Spent YTD Budget	Annual Budget	Remaining Annual Budget	% Spent Annual Budget
<b>Expenditures</b>								
<b>Salaries and Benefits</b>								
<i>Salaries</i>								
SalaryPermanent	01000	74,615,599	75,841,598	1,225,999	98%	228,259,498	153,643,900	33%
SalaryOverTime	01020	1,256,169	1,050,567	(205,602)	120%	3,151,700	1,895,531	40%
CourtOverTime	01021	578,122	555,900	(22,222)	104%	1,667,700	1,089,578	35%
ReturnedOverTime	01022	(155,494)	(325,467)	(169,973)	48%	(976,400)	(820,906)	16%
SalaryAdjustments	01050	1,091,093	3,117,456	2,026,362	35%	9,352,367	8,261,274	12%
Total Salaries		77,385,489	80,240,053	2,854,564	96%	241,454,866	164,069,376	32%
<i>Benefits</i>								
Benefits	02500	23,457,858	21,415,724	(2,042,134)	110%	63,054,033	39,596,175	37%
RetireeBenefits	02525	0	429,233	429,233	0%	1,287,700	1,287,700	0%
Total Benefits		23,457,858	21,844,958	(1,612,900)	107%	64,341,733	40,883,875	36%
Total Salaries and Benefits		100,843,347	102,085,011	1,241,664	99%	305,796,599	204,953,252	33%
<b>Program Specific Expenses</b>								
<i>Roads Maintenance</i>								
<i>Total Roads Maintenance</i>								
<i>YRP Deployment Investigation</i>								
EquipmentFirearmsSpecialUnit	20170	234,564	232,700	(1,864)	101%	698,100	463,536	34%
PhotographicEquipment	24040	0	32,667	32,667	0%	98,000	98,000	0%
PhotographicSupplies	24060	4,871	17,667	12,796	28%	53,000	48,129	9%
FingerPrintMiscellaneous	24070	2,011	8,333	6,322	24%	25,000	22,989	8%
FingerPrintChemicals	24080	135	2,000	1,865	7%	6,000	5,865	2%
InvestigationExpense	24090	201,361	329,500	128,139	61%	988,500	787,139	20%
Recruiting	25210	13,529	18,967	5,438	71%	56,900	43,371	24%
PersonnelAgencyFees	25230	216,940	292,600	75,660	74%	877,800	660,860	25%
Total YRP Deployment Investigation		673,412	934,433	261,022	72%	2,803,300	2,129,888	24%
<i>Health Related Materials</i>								
MealsCatering	23135	12,338	21,167	8,829	58%	63,500	51,162	19%
Total Health Related Materials		12,338	21,167	8,829	58%	63,500	51,162	19%
Total Program Specific Expenses		685,750	955,600	269,850	72%	2,866,800	2,181,050	24%
<b>Professional Contracted Serv</b>								
<i>Professional Services</i>								
LegalFees	25020	10,633	37,167	26,534	29%	111,500	100,867	10%
Translation	25070	8,351	8,333	(17)	100%	25,000	16,649	33%
OMBRegistrySearch	26020						0	
PurchaseOfService	28520	259,181	402,867	143,685	64%	1,208,600	949,418	21%
Total Professional Services		278,165	448,367	170,201	62%	1,345,100	1,066,935	21%
<i>Consulting Fees</i>								
Consultant	25100	60,494	111,000	50,506	55%	333,000	272,506	18%
Total Consulting Fees		60,494	111,000	50,506	55%	333,000	272,506	18%
Total Professional Contracted Serv		338,659	559,367	220,707	61%	1,678,100	1,339,440	20%
<b>General Expenses</b>								
<i>Computer Expenses</i>								
SoftwareMaintenance	12400	1,568,065	1,124,167	(443,898)	139%	3,372,500	1,804,435	47%
ComputerSupplies	12410	26,800	36,833	10,033	73%	110,500	83,700	24%
ComputerHardware	41000	0	533	533	0%	1,600	1,600	0%
ComputerSoftware	41010	20,608	93,667	73,059	22%	281,000	260,392	7%
Total Computer Expenses		1,615,473	1,255,200	(360,273)	129%	3,765,600	2,150,127	43%
<i>Administrative Expenses</i>								
MiscAllowances	05000	15,985	446,833	430,849	4%	1,340,500	1,324,515	1%
MealAllowance	05010	27,820	0	(27,820)	--	0	(27,820)	--
TravelFaresParkingTolls	06000	75,460	0	(75,460)	--	0	(75,460)	--
MileageReimbursement	07000	7,411	1,333	(6,078)	556%	4,000	(3,411)	185%
ConventionsSeminars	09000	100,286	89,333	(10,953)	112%	268,000	167,714	37%
Meetings	09002	20,418	38,400	17,982	53%	115,200	94,782	18%
FilmRentalPurchase	11100						0	
PCardSuspense	11400	17,121	0	(17,121)	--	0	(17,121)	--
UnclearedItems	11450						0	
PublicationsSubscriptions	12100	24,728	24,167	(561)	102%	72,500	47,772	34%
Courier	12200	4,602	6,567	1,965	70%	19,700	15,098	23%
Postage	12250	738	18,167	17,429	4%	54,500	53,762	1%
OfficeSupplies	12350	67,737	87,367	19,630	78%	262,100	194,363	26%
EquipmentLease	12910	23,673	40,000	16,327	59%	120,000	96,327	20%
MaterialSupplies	26030	64,793	64,333	(460)	101%	193,000	128,207	34%
RentEquipment	29600	5,740	2,500	(3,240)	230%	7,500	1,760	77%
Total Administrative Expenses		456,512	819,000	362,488	56%	2,457,000	2,000,488	19%
<i>Fleet Maintenance</i>								
GasOil	26060	851,504	938,933	87,429	91%	2,816,800	1,965,296	30%
Diesel	26070	60	11,500	11,440	1%	34,500	34,440	0%
RepairMaintVehicles	37510	362,742	550,833	188,091	66%	1,652,500	1,289,758	22%
RepairAccidentVehicle	37515	62,250	97,667	35,416	64%	293,000	230,750	21%
VehicleEquipment	40040	10,263	40,000	29,737	26%	120,000	109,737	9%
Total Fleet Maintenance		1,286,820	1,588,933	352,113	79%	4,916,800	3,629,980	26%

Account		YTD Actuals	YTD Budget	YTD Variance	% Spent YTD Budget	Annual Budget	Remaining Annual Budget	% Spent Annual Budget
<i>Training and Employee Related</i>								
StaffTrainingDevelopment	10000	202,494	365,700	163,206	55%	1,097,100	894,606	18%
TuitionTaxable	10020	20,111	83,333	63,222	24%	250,000	229,889	8%
TrainingOntarioPoliceCollege	10100	23,119	75,000	51,881	31%	225,000	201,881	10%
TrainingCanadianPoliceCollege	10110	20,575	40,333	19,758	51%	121,000	100,425	17%
Uniforms	20000	418,829	466,933	48,104	90%	1,400,800	981,971	30%
<i>Total Training and Employee Related</i>		<i>685,127</i>	<i>1,031,300</i>	<i>346,173</i>	<i>66%</i>	<i>3,093,900</i>	<i>2,408,772</i>	<i>22%</i>
<i>Memberships and Recognition</i>								
MembershipFees	11000	39,124	43,433	4,309	90%	130,300	91,176	30%
<i>Total Memberships and Recognition</i>		<i>39,124</i>	<i>43,433</i>	<i>4,309</i>	<i>90%</i>	<i>130,300</i>	<i>91,176</i>	<i>30%</i>
<i>Telecommunications Network</i>								
Telephone	12010	52,198	55,633	3,435	94%	166,900	114,702	31%
TelephoneEquipment	12030	0	5,433	5,433	0%	16,300	16,300	0%
TelephoneCellular	12050	171,461	200,000	28,539	86%	600,000	428,539	29%
MobileCellularData	12055	69,862	55,367	(14,495)	126%	166,100	96,238	42%
TelecommunicationLines	13050	70,407	148,300	77,893	47%	444,900	374,493	16%
TelecomContracts	13060	563,729	202,333	(361,396)	279%	607,000	43,271	93%
RadioSystemLicense	21000	165,864	55,667	(110,197)	298%	167,000	1,136	99%
<i>Total Telecommunications Network</i>		<i>1,093,521</i>	<i>722,733</i>	<i>(370,787)</i>	<i>151%</i>	<i>2,168,200</i>	<i>1,074,679</i>	<i>50%</i>
<i>Advertising and Promotion</i>								
AdvertisingPublicity	11050	11,108	7,533	(3,575)	147%	22,600	11,492	49%
SpecialEvents	11250	46,246	65,467	19,221	71%	196,400	150,154	24%
PublicRelations	11300	195,376	75,867	(119,510)	258%	227,600	32,224	86%
AudioVisual	24010	9,388	34,167	24,778	27%	102,500	93,112	9%
<i>Total Advertising and Promotion</i>		<i>262,119</i>	<i>183,033</i>	<i>(79,085)</i>	<i>143%</i>	<i>549,100</i>	<i>286,981</i>	<i>48%</i>
<i>Printing</i>								
PrintshopPrintingAllocation	12658	8,111	40,000	31,889	20%	120,000	111,889	7%
PrintingExternal	12750	28,018	26,733	(1,285)	105%	80,200	52,182	35%
<i>Total Printing</i>		<i>36,130</i>	<i>66,733</i>	<i>30,604</i>	<i>54%</i>	<i>200,200</i>	<i>164,071</i>	<i>18%</i>
<b>Total General Expenses</b>		<b>5,474,825</b>	<b>5,760,367</b>	<b>285,541</b>	<b>95%</b>	<b>17,281,100</b>	<b>11,806,275</b>	<b>32%</b>
<b>Financial Charges</b>								
<i>Financial Charges</i>								
BankCharges_Interest_Penalty	50030	65,219	71,333	6,114	91%	214,000	148,781	30%
<i>Total Financial Charges</i>		<i>65,219</i>	<i>71,333</i>	<i>6,114</i>	<i>91%</i>	<i>214,000</i>	<i>148,781</i>	<i>30%</i>
<b>Total Financial Charges</b>		<b>65,219</b>	<b>71,333</b>	<b>6,114</b>	<b>91%</b>	<b>214,000</b>	<b>148,781</b>	<b>30%</b>
<b>Financial Items</b>								
<i>Financial Items</i>								
ThirdPartyPayments	50100	4,268	0	(4,268)	--	0	(4,268)	--
<i>Total Financial Items</i>		<i>4,268</i>	<i>0</i>	<i>(4,268)</i>	<i>--</i>	<i>0</i>	<i>(4,268)</i>	<i>--</i>
<b>Total Financial Items</b>		<b>4,268</b>	<b>0</b>	<b>(4,268)</b>	<b>--</b>	<b>0</b>	<b>(4,268)</b>	<b>--</b>
<b>Insurance</b>								
<i>Insurance</i>								
InsuranceAllocation	30118	833,333	833,333	0	100%	2,500,000	1,666,667	33%
<i>Total Insurance</i>		<i>833,333</i>	<i>833,333</i>	<i>0</i>	<i>100%</i>	<i>2,500,000</i>	<i>1,666,667</i>	<i>33%</i>
<b>Total Insurance</b>		<b>833,333</b>	<b>833,333</b>	<b>0</b>	<b>100%</b>	<b>2,500,000</b>	<b>1,666,667</b>	<b>33%</b>
<b>Occupancy Costs</b>								
<i>Occupancy Costs</i>								
HydroWater	30000	445,678	664,633	218,955	67%	1,993,900	1,548,222	22%
Heat	30020	200,489	94,000	(106,489)	213%	282,000	81,511	71%
OfficeCleaning	30031	129,441	413,900	284,459	31%	1,241,700	1,112,259	10%
Caretaking	30050	43,917	51,333	7,416	86%	154,000	110,083	29%
FacilityLeaseRent	30090	386,503	356,967	(29,536)	108%	1,070,900	684,397	36%
DedicatedFacilityExpense	30098	333,581	333,581	0	100%	1,000,742	667,161	33%
BuildingRenovations	30120	0	16,667	16,667	0%	50,000	50,000	0%
RepairsMaintenanceBuilding	31000	14,661	42,733	28,072	34%	128,200	113,539	11%
RepairMaintBuildingInternal	31009	172,658	191,833	19,175	90%	575,500	402,842	30%
GroundsMaintenance	31050	113,996	106,600	(7,396)	107%	319,800	205,804	36%
RepairMaintContracts	31200	1,393	4,467	3,074	31%	13,400	12,007	10%
RepairMaintElectrical	31430	31,261	38,400	7,139	81%	115,200	83,939	27%
RepairMaintMechanical	31500	139,201	204,400	65,199	68%	613,200	473,999	23%
RepairMaintPlantEquipment	35700	436,725	548,100	111,375	80%	1,644,300	1,207,575	27%
<i>Total Occupancy Costs</i>		<i>2,449,504</i>	<i>3,067,614</i>	<i>618,110</i>	<i>80%</i>	<i>9,202,842</i>	<i>6,753,339</i>	<i>27%</i>
<b>Total Occupancy Costs</b>		<b>2,449,504</b>	<b>3,067,614</b>	<b>618,110</b>	<b>80%</b>	<b>9,202,842</b>	<b>6,753,339</b>	<b>27%</b>
<b>Minor Capital</b>								
<i>Minor Capital</i>								
PurchaseOfEquipment	40000	35,867	113,348	77,481	32%	340,044	304,177	11%
OperatingEquipment	40010	2,360	50,000	47,640	5%	150,000	147,640	2%
<i>Total Minor Capital</i>		<i>38,227</i>	<i>163,348</i>	<i>125,122</i>	<i>23%</i>	<i>490,044</i>	<i>451,818</i>	<i>8%</i>
<b>Total Minor Capital</b>		<b>38,227</b>	<b>163,348</b>	<b>125,122</b>	<b>23%</b>	<b>490,044</b>	<b>451,818</b>	<b>8%</b>
<b>Debt Interest</b>								
<i>Debt Principal</i>								
DebtPrincipalSinkingFund	54508	859,586	859,586	(0)	100%	3,412,237	2,552,651	25%
<i>Total Debt Principal</i>		<i>859,586</i>	<i>859,586</i>	<i>(0)</i>	<i>100%</i>	<i>3,412,237</i>	<i>2,552,651</i>	<i>25%</i>
<i>Debt Interest</i>								

Account		YTD Actuals	YTD Budget	YTD Variance	% Spent YTD Budget	Annual Budget	Remaining Annual Budget	% Spent Annual Budget
AllocatedDebtInterest	54518	663,500	663,500	0	100%	3,904,839	3,241,339	17%
Total Debt Interest		663,500	663,500	0	100%	3,904,839	3,241,339	17%
<b>Total Debt Interest</b>		<b>1,523,086</b>	<b>1,523,086</b>	<b>(0)</b>	<b>100%</b>	<b>7,317,076</b>	<b>5,793,990</b>	<b>21%</b>
<b>Contributions to Reserves</b>								
Contributions to Reserves								
ContrToFacilitiesRehab	57210	130,900	61,667	(69,234)	212%	185,000	54,100	71%
ContrToDebtReduction	57635	391,320	391,320	0	100%	1,173,959	782,639	33%
ContrToFuelCostStabilization	57644	9,359	0	(9,359)	--	0	(9,359)	--
ContrToSickLeave	57650	500,000	500,000	0	100%	1,500,000	1,000,000	33%
ContrToEquipmentReplacement	57670	1,626,440	796,667	(829,774)	204%	2,390,000	763,560	68%
ContrToVehicleReplacement	57690	2,285,615	1,067,000	(1,218,615)	214%	3,201,000	915,385	71%
ContrToSeizedMoney	57970	30,995	20,000	(10,995)	155%	60,000	29,005	52%
Total Contributions to Reserves		4,974,629	2,836,653	(2,137,976)	175%	8,509,959	3,535,330	58%
<b>Total Contributions to Reserves</b>		<b>4,974,629</b>	<b>2,836,653</b>	<b>(2,137,976)</b>	<b>175%</b>	<b>8,509,959</b>	<b>3,535,330</b>	<b>58%</b>
<b>Total Expenditures</b>		<b>117,230,848</b>	<b>117,855,712</b>	<b>624,864</b>	<b>99%</b>	<b>355,856,520</b>	<b>238,625,672</b>	<b>33%</b>
<b>NegotiatedSpecificIntraDeptChg</b>								
NegotiatedSpecificIntraDeptChg								
NegotiatedSpecificIntraDeptChg								
RecoveryEMS	61009	(19,967)	(19,967)	0	100%	(59,900)	(39,933)	33%
NegotiatedPlanning	62038	77,333	77,333	0	100%	232,000	154,667	33%
NegotiatedTransportationServic	62048	246,267	246,267	0	100%	738,800	492,533	33%
NegotiatedLegal	62098	252,667	252,667	0	100%	758,000	505,333	33%
Total NegotiatedSpecificIntraDeptChg		556,300	556,300	0	100%	1,668,900	1,112,600	33%
<b>Total NegotiatedSpecificIntraDeptChg</b>		<b>556,300</b>	<b>556,300</b>	<b>0</b>	<b>100%</b>	<b>1,668,900</b>	<b>1,112,600</b>	<b>33%</b>
<b>Total NegotiatedSpecificIntraDeptChg</b>		<b>556,300</b>	<b>556,300</b>	<b>0</b>	<b>100%</b>	<b>1,668,900</b>	<b>1,112,600</b>	<b>33%</b>
		<b>117,787,148</b>	<b>118,412,012</b>	<b>624,864</b>	<b>99%</b>	<b>357,525,420</b>	<b>239,738,272</b>	<b>33%</b>
<b>Revenues</b>								
<b>Provincial Funding</b>								
Provincial Funding								
ProvincialGrant	71010	(4,835,821)	(4,816,749)	19,072	100%	(14,450,246)	(9,614,425)	33%
Total Provincial Funding		(4,835,821)	(4,816,749)	19,072	100%	(14,450,246)	(9,614,425)	33%
<b>Total Provincial Funding</b>		<b>(4,835,821)</b>	<b>(4,816,749)</b>	<b>19,072</b>	<b>100%</b>	<b>(14,450,246)</b>	<b>(9,614,425)</b>	<b>33%</b>
<b>Development Charges</b>								
Development Charges								
ContrFromDCPolice	77060	(3,118,696)	(1,559,348)	1,559,348	200%	(4,678,044)	(1,559,348)	67%
Total Development Charges		(3,118,696)	(1,559,348)	1,559,348	200%	(4,678,044)	(1,559,348)	67%
<b>Total Development Charges</b>		<b>(3,118,696)</b>	<b>(1,559,348)</b>	<b>1,559,348</b>	<b>200%</b>	<b>(4,678,044)</b>	<b>(1,559,348)</b>	<b>67%</b>
<b>Fees and Services</b>								
Fees and Services								
RecoveryOther	70400	(117,983)	(282,367)	(164,384)	42%	(847,100)	(729,117)	14%
FeesAndCharges	75000	(1,270,419)	(1,084,900)	185,519	117%	(3,254,700)	(1,984,281)	39%
AdministrativeFees	75040	(277,088)	(283,767)	(6,678)	98%	(851,300)	(574,212)	33%
SundryRevenue	75060	(105,768)	(37,333)	68,434	283%	(112,000)	(6,232)	94%
PoliceEscorts	75090	(304,555)	(305,000)	(445)	100%	(915,000)	(610,445)	33%
AccidentReports	75130	(259,968)	(495,000)	(235,032)	53%	(1,485,000)	(1,225,032)	18%
PrisonerEscorts	75150	(12,151)	(13,333)	(1,182)	91%	(40,000)	(27,848)	30%
LeaseRentalRevenue	75160	(129,888)	(41,667)	88,221	312%	(125,000)	4,888	104%
AlarmMonitoringFees	75180	(532,887)	(538,700)	(5,813)	99%	(1,616,100)	(1,083,213)	33%
ClearanceLetterRevenues	75330	(710,127)	(569,667)	140,461	125%	(1,709,000)	(998,873)	42%
VolunteerApplicantScreeningRev	75335	(564,800)	(514,667)	50,133	110%	(1,544,000)	(979,200)	37%
FOIRevenue	75340	(38,084)	(50,000)	(11,916)	76%	(150,000)	(111,916)	25%
SaleOfEquipment	75520	(216,554)	(124,700)	91,854	174%	(374,100)	(157,546)	58%
Total Fees and Services		(4,540,273)	(4,341,100)	199,173	105%	(13,023,300)	(8,483,028)	35%
<b>Total Fees and Services</b>		<b>(4,540,273)</b>	<b>(4,341,100)</b>	<b>199,173</b>	<b>105%</b>	<b>(13,023,300)</b>	<b>(8,483,028)</b>	<b>35%</b>
<b>Other Revenue</b>								
Other Revenue								
ThirdPartyFunding	75310	(875,358)	(595,867)	279,492	147%	(1,787,600)	(912,242)	49%
Total Other Revenue		(875,358)	(595,867)	279,492	147%	(1,787,600)	(912,242)	49%
<b>Total Other Revenue</b>		<b>(875,358)</b>	<b>(595,867)</b>	<b>279,492</b>	<b>147%</b>	<b>(1,787,600)</b>	<b>(912,242)</b>	<b>49%</b>
<b>Contributions From Reserves</b>								
Contributions From Reserves								
ContrFromFuelCostStabilization	77644	(3)	0	3	--	0	3	--
ContrFromSeizedMoney	77830	(156,000)	(25,000)	131,000	624%	(75,000)	81,000	208%
Total Contributions From Reserves		(156,003)	(25,000)	131,003	624%	(75,000)	81,003	208%
<b>Total Contributions From Reserves</b>		<b>(156,003)</b>	<b>(25,000)</b>	<b>131,003</b>	<b>624%</b>	<b>(75,000)</b>	<b>81,003</b>	<b>208%</b>
<b>Total Revenues</b>		<b>(13,526,151)</b>	<b>(11,338,063)</b>	<b>2,188,088</b>	<b>119%</b>	<b>(34,014,190)</b>	<b>(20,488,039)</b>	<b>40%</b>
<b>Net Levy before Allocations &amp; Recoveries</b>		<b>104,260,997</b>	<b>107,073,948</b>	<b>2,812,951</b>	<b>97%</b>	<b>323,511,230</b>	<b>219,250,233</b>	<b>32%</b>





## **FINANCIAL NOTES**

### **SALARIES**

The Salaries account is on budget with 32.7 percent spent at April 30, 2018.

Net Overtime is 43.7 percent spent which includes the estimated banked liability. Salary Overtime and Court Overtime are over budget, and Returned Overtime is under budget causing an unfavorable variance. This is a normal pattern of overtime spending during the first half of the year. An increase in Returned Overtime is expected before year end, which will bring the net overtime to a surplus position. The actual payout to date before overtime bank accrual is \$289,189. For comparison purposes, net overtime as of April 30, 2017 was 51 percent spent.

### **BENEFITS**

Employee benefits accounts are unfavorable at 36.5 percent spent. Contributions for Canada Pension Plan and Employment Insurance are expensed relative to earnings until maximums are reached whereas budgeted funding is measured evenly over the year. Last year at this time accounts were 36.9 percent spent.

### **OPERATING EXPENSES**

#### **Program Specific Expense**

Overall spending is below budget due to under spending in major accounts including Investigation Expense and Personnel Agency Fees. Favourable variance in Investigative Expense is due to timing of investigative projects and quarterly allocation of monitors' costs.

#### **Professional Contracted Services**

Accounts including Legal fees, Purchase of Service, and Consulting Fees are well below budget.

#### **General Expense**

Overall spending is slightly below budget. Software Maintenance, Telecom Contracts, and Radio System Licence accounts are over budget primarily due to timing of renewal of payments, including three quarters of Microsoft Licensing fees, two quarters of eJust and Versaterm licences costs, and annual radio maintenance and license payments. Public relations spending is over budget. At it's March 21, 2018 meeting, the Board approved the disbursement of funds to the Community Safety Village expansion project and First Responders Day luncheon. The unfavourable variances are offset by under spending in Miscellaneous Allowance, Fleet Maintenance, and Staff Training accounts.

#### **Financial Charges**

Bank interest charges are slightly below budget.

#### **Occupancy Expense**

Expenditures for hydro, office cleaning, and repairs and maintenance of equipment are under budget, offsetting the unfavourable variance in heat account.

#### **Minor Capital**

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

### Contribution to Reserves

Contribution to Reserve accounts are over budget in the amount of \$4.2 million due to duplication of funding entries by the Region's Office of the Budget. These entries have been corrected at May month end.

### **REVENUES**

Provincial funding is on budget.

Overall Fees and Charges revenue is slightly ahead of budget. Favourable variances in accounts including Paid Duty, Clearance Letter, Volunteer Applicant Screening, and Radio Tower Lease revenue offset unfavourable variances in Accident Reports revenue and Other Recoveries. Accident reports revenue has fallen short due to lower than expected volume, and Other Recoveries are due to the timing of invoicing to fire partners.

Development charges are ahead of budget due to (\$3.1) million duplication of funding entries by the Region's Office of the Budget. These entries have been corrected at May month end.

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

Year-to-date contributions to reserves as of April 30, 2018 total \$29,875, all from forfeited monies. Interest earned on the account has not yet been recorded. A draw from the reserve of \$156,000 has been made to pay for approved expenditures, and include the Board's disbursement to the Community Safety Village expansion project and the First Responders Day Luncheon.

### **DEVELOPMENT CHARGE RESERVE**

Development charge collections to date total \$1,555,138. Interest earned on this account totals \$100,758. Combined payments made on the development charge portion of debentures and capital projects total \$3,885,345, including \$3,118,696 pertaining to duplication of funding entries by the Region's Office of the Budget.

### **SICK BANK RESERVE**

The year-to-date contribution of \$500,000 is on plan.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 27, 2018

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**Audits of the 2017 Financial Statements**

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**RECOMMENDATION**

1. That the Board receive this report for information.

**SYNOPSIS**

This report is to update the Board that there were no changes to the reported 2017 York Regional Police financial reporting after completion of the external audit review by KPMG LLP.

**FINANCIAL IMPLICATIONS**

In a typical year, surpluses are transferred to The Regional Municipality of York's Debt Reduction Fund in accordance with the surplus management policy within the Regional Fiscal Strategy. At its June 6, 2018 meeting, the Audit Committee received a report outlining an allocation of \$33.8 million from the operating surplus to reserves and reserve funds, which included the York Regional Police 2017 Operating surplus of \$7.1 million.

**BACKGROUND**

At its March 21, 2018 meeting, the Board received a Draft Financial Statement (un-audited) for the period ending December 31, 2017, reporting total net Operating expenditures of \$303,656,118 or 97.7 percent of budget, subject to review by the Regional Finance staff and by external auditors. For comparison purposes, the Operating Budget for York Regional Police was

100.0 percent spent at December 31, 2016. In June 2018, an external audit was completed by KPMG LLP Chartered Professional Accountants resulting in no changes to operating, capital or reserve balances for York Regional Police.

As in prior years, the Region's Finance department has applied non-budgeted charges of \$8,244,462 in accordance with Public Sector Accounting Board (PSAB) requirements for tangible capital asset costs for amortization, debt principal and disposal of capital assets. The resulting 2017 net expenditures total \$311,900,580 including non-budgeted PSAB charges, as follows:

<b>Non-Budgeted PSAB Charges</b>	
<b>Account</b>	<b>Amount</b>
Amortization expense	\$11,334,406
Debt principal contra	(\$3,212,320)
TCA sale proceeds	\$391,412
Gain on sale of capital assets	(\$326,577)
Loss on sale of capital assets	\$57,541
Total Non-Budgeted PSAB Charges	\$8,244,462

The financial reporting reflects current year results and specifically excludes any prior year corporate adjustments that have no impact on the 2017 reported results.

It is therefore recommended that the audit of 2017 financial statements be received for the Board's information.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
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

JUNE 27, 2018

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**Asset Management Planning Update**

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**RECOMMENDATION**

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

**SYNOPSIS**

This report provides an update on Regional Council's approval of the 2018 Corporate Asset Management Plan and provides an outline of Asset Management Planning practices specific to York Regional Police. The plan was developed in accordance with Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure which came into effect in January 2018, requiring municipalities to approve an Asset Management Plan for non-core infrastructure including police infrastructure, by July 1, 2023.

**FINANCIAL IMPLICATIONS**

There are no financial implications from this report. Funding for infrastructure is approved annually by the Board and Regional Council through the Operating and Capital budget processes. A summary of the integration between Asset Management Planning and the Capital budget is included in the background section of this report titled delivering financial priorities.

## BACKGROUND

The Federation of Canadian Municipalities has outlined the importance of Asset Management Planning (“AMP”) as integral to good government using, “... a formalized and holistic approach to ensure that our resources are invested wisely over the long term, continually balancing operations, risks and costs in a way that provides our community with the right service at the optimal cost – not just today but with our community’s future needs in mind.” At its May 17, 2018 meeting, Regional Council approved the 2018 Corporate AMP, satisfying the first step required by the legislation more than a year in advance and formalizing AMP practices across Regional Departments. The full document is posted online for viewing and download at the link provided in Appendix 1.

York Regional Police (“YRP”) has benefitted from its long-standing partnership for AMP activities (the “corporate AMP partnership”). This report focuses on practices specific to YRP outlined in the following themes of AMP:

### **1. Alignment of the asset base with goals, policy, legislation and regulatory objectives**

O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure requires municipalities to have a strategic asset management policy by July 1, 2019. The regulation also requires municipalities to have an Asset Management Plan in place for core infrastructure (water assets; wastewater assets; storm water assets; roads; bridges; and, culverts) by July 1, 2021 and for all other assets including police infrastructure by July 1, 2023.

In 2012, the Ministry of Infrastructure released “Building Together: Guide to Municipal Asset Management Plans” that provided a structure for standardization in municipal asset management. In 2013, York Region approved its Corporate Asset Management Policy to provide principles and a framework for asset management practices that, “...enables a coordinated, cost effective and organizationally sustainable approach for York Region.” In February 2018, the policy was updated and for AMP to be guided by the following objectives:

- Adopt and advance industry leading asset management practices that align with established standards and legislation;
- Provide defined levels of service which are balanced against considerations of costs and risks;
- Align Asset Management Plans with the Regional Fiscal Strategy;
- Demonstrate financially sustainable life cycle management by appropriately balancing cost, risk and performance to achieve full value from assets;
- Improve evidence-based decision-making from in-service asset data related to expenditures, operations and maintenance; and,
- Ensure organizational accountability and transparency by engaging customers to provide input into AMP.

Since 2013, Financial Services staff have represented YRP in the corporate AMP partnership through participation in the Asset Management Steering Committee and the Asset Management Working Group. The prior work has been iterative, providing evidence-based approaches that have been instrumental to gaining greater understanding and insight into AMP. Co-led by Environmental Services and Transportation Services, the corporate AMP partnership outputs include the Regional Framework to AMP, as shown in Appendix 2.

For YRP, key portions of the AMP regulation and Corporate Asset Management Policy have been addressed within the historical state of infrastructure reporting and capital budgeting processes. However, continuous improvement is ongoing in the areas of: levels of service, asset management and financing strategies. A summary of YRP status as it relates to the regulation is shown on page 102 of the Corporate AMP report, as outlined in Appendix 1.

Effective October 1, 2017, the updates to the organizational chart resulted in the creation of a coordinated command for Infrastructure Services and transferred the YRP lead for AMP activities. This new service area was established to bring together related infrastructure services under one command. It is comprised of four bureaus including Capital Projects and Facilities, Information Technology, Property and Evidence Management, and a new Logistics Support Bureau. By aligning AMP activities closer to service delivery within Infrastructure Services, my intent is to continually improve asset stewardship through evidence-based decision-making, align accountability through industry-leading AMP, and achieve delivery of a significant portion of the capital plan.

## **2. Achieving excellent control through state of infrastructure reviews**

YRP's infrastructure make a central contribution to the delivery of policing services and wider policy objectives, valued at a replacement cost of \$249.3 million or 2% of the value of the Region's total assets. The infrastructure and assets include facilities, information and technology, fleet, telecommunications and specialized equipment.

As an outcome of the corporate AMP partnership, there have been two previous State of Infrastructure Reports (SOIR) for reporting periods ending December 31, 2013 and December 31, 2015. The reports provided detailed information on asset infrastructure, an overall assessment of how well YRP assets achieved their objectives and whether they met both current and future demand. From the 2015 report, an overall grade of A was received, or a very good grade, with a neutral trend for 2017 to reflect Capital projects underway for the Training Facility and the new 1 District. In comparison, the 2013 State of Infrastructure received an overall assessment of B, or a good grade, with a positive trend forecast due to the Training Facility and Radio System project. The historical 2013-2015 ratings and assessment of future trends are shown in Appendix 3.

The YRP SOIR has formed a key reporting component of the overall comprehensive AMP. The corporate AMP partnership introduced new methodologies and metrics to YRP to improve the rating criteria of condition, reliability and capacity. This included re-categorizing assets from three to five categories, improvements to data reporting and measurement including periodic inventory counts conducted by each YRP branch and the introduction of the asset degradation curve to determine condition modified to account for the performance of each asset type over time.

In addition, YRP's 2015 SOIR consultants provided several items for continuous improvement that included development of: fiscal resiliency measures across all asset types; energy resiliency measures; data accuracy and measures for telecommunications and the wide variety of specialized equipment, a facility condition index based on building condition assessment for each facility; a vehicle maintainability indicator along with a number of information technology specific indicators and measures. These initiatives will serve to improve controls, stewardship and future decision-making using evidence-based AMP approaches.

### 3. Supporting policy effectively by the YRP asset management strategy

The York Region asset management strategy is critical to understanding lifecycle management activities including: non-infrastructure solutions; expansion; renewal; maintenance and disposal. These activities are found on page 22 of the 2018 Corporate Asset Management Plan as outlined in Appendix 1. This report focuses on differences of the YRP asset management strategy that is primarily focused on growth using three practices:

- Twenty-year facilities master plan. Given facilities represent sixty-one percent of YRP's assets, YRP uses a consultant to review future facility needs. ORH Inc. has provided assessments to recommend the location of new facilities using methodologies to minimize patrol car drive time. The methodology includes inputs such as demand and population modelling, historical demand, travel time, staffing and sector modelling. Outputs include the optimal station location based on a mix of factors including population growth and patrol cars to maintain current workload and incident coverage. The September 29, 2016 report concluded with a change from six locations to ten locations over twenty years, comprised of three new substation locations and one new district. It is anticipated the twenty-year facilities master plan will be refreshed at three to four-year intervals.
- Additional staff planning strategy. A key component to AMP at YRP is alignment of infrastructure delivery with future levels of services derived by additional staff plans. Planning for additional staff begins with reviews of core police services that every municipality must provide including crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response. The determination of future levels of service assesses a mix of inputs including:
  - Workload analysis including analysis of the volume, type and complexity of calls for service for both reported and estimates of unreported crime. Factors include enforcement-driven crime statistics (for example drugs, traffic and impaired driving violations, parole and bail violation, gambling and prostitution-related violations) and non-criminal calls for service (for example participation in joint-force operations and provincial task-forces, working with youth in our schools, engaging our communities in crime prevention initiatives, other education, awareness and community-building activities);
  - Economic conditions including urbanization, intensification and growth in residential and commercial areas, population trends, unemployment, the Regional maturity curve to 2041 and the income gap between high and low-income households;
  - Leadership goals and objectives including goals and priorities identified within the Business Plan identified through surveys and consultations with the public, policing partners and staff;
  - Demographics including factors such as an aging population, size of the youth population and crime-prone age cohort;
  - Modernization initiatives to respond to changes and trends in our operating environment. For example, the Sector Model of Policing includes adequate time for proactive/preventative policing and problem-solving and the provision of alternate differential response (for example online self-reporting of crime) while balancing a need for high levels of police visibility with consideration to geographic variances, minimum staffing targets and adequate supervision levels;
  - Effectiveness measures and performance indicators including ensuring high clearance and solvency rates, adequate response times and compliance with customer service standards; and,



- Legislative reform and regulatory requirements including the *Police Services Act*, provincial adequacy and effectiveness standards, Board policies, mandated training and reporting requirements, increasing demands of the police-justice nexus, meeting the provisions of our Collective Working Agreements, among others.
- Police-specific equipment. This equipment is subdivided into medium and longer-term useful life such as telecommunications systems and short-term equipment such as vehicles, radios, information technology equipment and infrastructure. Short-term equipment have reduced AMP needs due to higher turnover whereas longer-term equipment require more fulsome assessment of physical deterioration, renewal and replacement.

#### **4. Delivering financial priorities**

To implement a successful Asset Management Plan, sound financial planning and budgeting is critical. The capital budget is the policy document used to review, assess and approve infrastructure and asset investments. The needs are brought forward for consideration by classifying the requests into: rehabilitation and replacement of existing assets; growth and expansion requests to meet population estimates; and, enhancement projects that increase the level of service currently provided.

Upon receipt of a Capital budget business case submission, Financial Services staff conducts analysis reviews to inform decisions to optimize the mix between need, resources, risk and affordability by using the following processes:

- Compliance with tangible capital asset accounting. Project proposals are vetted with capitalization thresholds and processes to comply with directives or regulations issued by the Public Sector Accounting Board within section 3150.
- Project prioritization. Project submissions are assessed to assign a prioritization based on categories of: officer safety; community safety; alignment with the business plan; efficiency; best practices; organizational values; funding sources; partnerships; and, legislative or adequacy standards. As an outcome of this review, project proposals not meeting minimum prioritization are discontinued or deferred within the capital plan for future consideration.
- A review of funding sources. Rehabilitation and replacement of existing assets are funded from a mix of: contributions from reserves funded via the operating budget; draws from the Debt Reduction Fund; and/or, partially offset by auction proceeds from the sale of retired assets and external funding. During this review, a net operating impact of capital is prepared to identify and quantify the financial implications of capital investment in the operating budget. Growth and enhancement requests are funded primarily from development charge reserve either by a draw or debt issuance and in accordance with funding splits established in the Development Charges Background Study. Reviews are conducted for content, scope and timing of AMP requirements under the *Development Charges Act*.
- Preparation of the capital budget and Capital Spend Authority. The capital budget is the detailed plan that shows key information for a project, fiscal policy direction, alignment with AMP activities and assessed with the expectation for a ninety percent delivery target. This review includes decision making for affordability to capital budget envelopes provided annually by the Regional Treasurer. The Capital Spend Authority is the planning process to approve multi-year spending commitments, typically used for facility and some information technology projects.
- Preparation of ten-year and twenty-year capital plans. The ten-year and twenty-year estimates are prepared to quantify long-term funding requirements including debt and

reserve contributions. These estimates play a key role for financial planning and to outlook upcoming project priorities.

- Preparation of the one-hundred-year lifecycle projection. The one-hundred-year lifecycle estimates are prepared to demonstrate renewal capital expenditures for: replacement assets; major rehabilitation; and, regularly occurring and minor rehabilitation projects. Future refinement is planned to assess the rehabilitation and replacement costs, noting the experience from Environmental Services that suggested requirements increase as assets age and an overall cost increase over time.

In addition, the Office of the Budget and Treasury Office conduct assessments of the proposed capital plan to review debt servicing, legislative limits such as the Annual Repayment Limit, long-term affordability and the effect on the Regional Fiscal Strategy (the “RFS”). The RFS is intended to find the best value among a mix of priorities by: managing the capital plan; saving for the future; reducing reliance on debt; and, achieving inter-generational equity.

### **Summary**

The AMP approach along with the annual budget process serve to provide a rigorous review to balance expenditures with performance and risk. AMP is central to: achieving excellent control; delivering financial priorities; and, supporting policy effectively. It seeks to align the asset base with corporate goals, policy and legislation or regulatory objectives. Ultimately, a more rigorous approach to AMP will optimize value for taxpayers and support organizational modernization. These approaches will be used to meet requirements for AMP for police infrastructure well in advance of the July 1, 2023 regulatory due date.

It is therefore recommended that the Board receive the Asset Management Planning Update for information purposes.

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

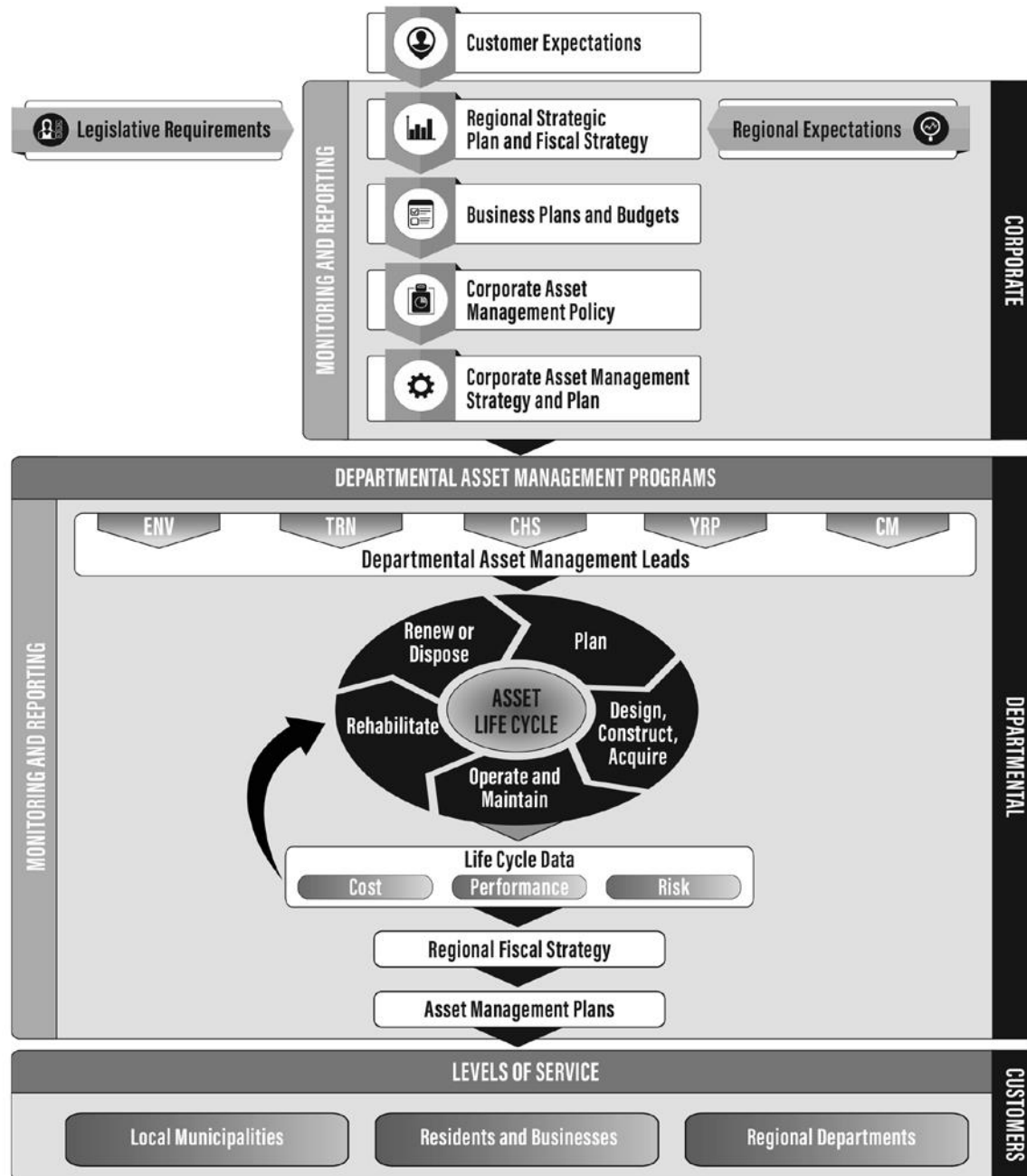
EJ:jc

Accessible formats or communication supports are available upon request

## Appendix 1: Link to 2018 Corporate Asset Management Plan

<http://www.york.ca/wps/wcm/connect/yorkpublic/2547467d-711b-482e-8602-0456b02bc96a/may+3+corporate+ex.pdf?MOD=AJPERES>

## Appendix 2: York Region Framework to Asset Management Planning



### DEPARTMENTAL ASSET MANAGEMENT LEADS:

ENV - Environmental Services

TRN - Transportation Services

CHS - Community & Health Services

YRP - York Regional Police

CM - Corporate Management (includes Corporate Services & Finance)

### Appendix 3: 2013-2015 State of Infrastructure Report Ratings

Asset Branch		2013 Rating	2015 Rating	Trend to 2017
<b>Facilities</b>		<b>B</b>	<b>B</b>	↑
	Reliability	B	A	↔
	Capacity	C	B	↑
	Condition	B	B	↑
<b>Information Technology</b>		<b>B</b>	<b>A</b>	↔
	Reliability	B	A	↔
	Capacity	B	A	↔
	Condition	B	A	↔
<b>Fleet</b>		<b>B</b>	<b>A</b>	↔
	Reliability	B	A	↔
	Capacity	B	A	↔
	Condition	B	A	↔
<b>Telecommunications</b>		<b>C</b>	<b>A</b>	↔
	Reliability	C	A	↔
	Capacity	C	A	↔
	Condition	C	A	↔
<b>Specialized Equipment</b>		<b>B</b>	<b>B</b>	↔
	Reliability	B	B	↔
	Capacity	B	B	↔
	Condition	B	B	↔
<b>Overall</b>		<b>B</b>	<b>A</b>	↔

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 27, 2018

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**Proposal for Sponsorship of “To Serve & Savour” Event**

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**RECOMMENDATION**

1. That the Board approve a sponsorship request for the “To Serve & Savour” event.

**SYNOPSIS**

This report requests the Board’s approval for a proposed disbursement from their Public Relations Reserve funds to the “To Serve and Savour” event. This event is being held in support of Wounded Warriors Canada and our York Regional Police Peer Support programs.

**FINANCIAL IMPLICATIONS**

**BACKGROUND**

York Regional Police is proud to partner with Wounded Warriors Canada to present the inaugural “To Serve and Savour” fundraising evening. This unique culinary experience will showcase some of Ontario’s most prestigious chefs, all presenting their food in an interactive environment. In addition to the haute cuisine, the evening will also include live music and dancing.

All proceeds raised will benefit YRP and Wounded Warriors Canada, a charitable organization that provides much-needed mental health support to ill and injured Canadian Armed Forces members, veterans, first responders and their families.

The Board's Governance Public Relations Reserve Fund Policy outlines criteria for funding proposals, including: "support[ing] co-operative initiatives between York Regional Police and the citizens of York Region that foster community harmony and safety by encouraging people to value and treat each other with respect;" and, "recogniz[ing] the work of members of the Police Services Board and York Regional Police." This initiative meets the criteria for the Board's consideration in the following way:

1. The "To Serve and Savour" event is being presented for the first time in support of Wounded Warriors Canada. Both YRP and Wounded Warriors Canada recognize that mental health is critical to the continuum of care, especially for those who have experienced trauma. Many members of York Regional Police have benefited from the support and services offered by Wounded Warriors Canada. These programs compliment the work of the York Regional Police Member Support Bureau, which is committed to the mental, emotional and physical well-being of every member and their families. Through innovative, adaptive and evidence-based programming, Wounded Warriors Canada is changing lives.

The "To Serve and Savour" event has set ambitious goals of fundraising \$500,000 and welcoming 800 residents of York Region to attend the event. In addition to the unique food and entertainment, this event will include a significant education piece including information booths dedicated to the Wounded Warriors Canada first responder programs and our York Regional Police Peer Support Team.

It is recommended that the Board approve a sponsorship request for the "To Serve and Savour" event.

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

EJ:jc

Accessible formats or communication supports are available upon request

WOUNDED WARRIORS CANADA AND YORK REGIONAL POLICE PRESENT:

# TO SERVE & SAVOUR

A UNIQUE CULINARY EXPERIENCE.

**GREAT FOOD! LIVE MUSIC! DANCING!**

An evening supporting  
veterans, first responders  
and their families.

**Magna Tent**

375 MAGNA DRIVE, AURORA

FRIDAY, SEPTEMBER 7, 2018

**7 p.m.**

[yrp.ca/ServeAndSavour](http://yrp.ca/ServeAndSavour)



**SPONSORSHIP OPPORTUNITIES**



# INTRODUCTION:

## A MESSAGE FROM THE HONORARY CO-CHAIRS

York Regional Police is proud to partner with Wounded Warriors Canada to present the inaugural To Serve and Savour fundraising evening. This unique culinary experience will showcase some of Ontario's most prestigious chefs, who will pair their dishes with craft beer and VQA wines. In addition to the haute cuisine, the evening will also include live music and dancing.

All proceeds raised will benefit Wounded Warriors Canada, a charitable organization that provides much-needed mental health support to ill and injured Canadian Armed forces members, veterans, first responders and their families.

Both our organizations recognize that mental health is critical to the continuum of care, especially for those who have experienced trauma. In fact, many members of York Regional Police have benefited from the support and services offered by Wounded Warriors Canada. This complements the work of the York Regional Police Member Support Bureau, which is committed to the mental, emotional and physical well-being of every member and their families.

Through innovative, adaptive and evidence-based programming, Wounded Warriors Canada is changing lives. However, this important work is only made possible through the generosity of Canadians. That is why we need your support.

We encourage you to take a leadership role as a To Serve and Savour sponsor, so Wounded Warriors Canada can continue to provide mental health services to the men and women who have bravely served our country, as well as the first responders who take care of our community in York Region every single day.

Remember, we are #InThisTogether. Thank you in advance.



Chief of Police  
**Eric Jolliffe**  
O.O.M., BA, MA, CMM III  
YORK REGIONAL POLICE



Executive Director  
**Scott Maxwell**  
WOUNDED WARRIORS  
CANADA



# FOR OUR SPONSORS:

## SPONSOR RECOGNITION NIGHT

Join York Regional Police at a Sponsor Recognition Night at our state-of-the-art Training Facility. This evening will be an opportunity for a behind-the-scenes look at YRP training including a day in the life of a police recruit, a tour of our shooting range, and demonstrations of our practical skills area, vehicle operations training centre and much more.

---

**THURSDAY,**  
**AUGUST 9, 2018**  
**6 p.m. to 9 p.m.**

**70 BALES DRIVE EAST**  
**EAST GWILLIMBURY**

---

**TO SERVE & SAVOUR**

\*This opportunity is open only to Advocate level sponsors and above.





# WOUNDED WARRIORS CANADA

## PROGRAMMING FOR FIRST RESPONDERS AND THEIR FAMILIES

1

### WWC PEER SUPPORT AND FAMILY ASSISTANCE FUND

\$1,000 (per person/family) funding to support access to the services of a mental health professional.

2

### COPE (COUPLES OVERCOMING PTSD EVERYDAY)

Canada's leading couples-based trauma program for those affected by operational stress injuries.

3

### TRAUMA RESILIENCY PROGRAM

A group-based training program combining the power of a team approach with effective, trauma-resilient skills development.

**4**

## **PTSD EQUINE THERAPY**

Couples-based Post-Traumatic Stress Disorder (PTSD) Equine Therapy program facilitated at WindReach Farms in Ashburn, Ontario.

**5**

## **WOUNDED WARRIORS CANADA PTSD SERVICE DOG PROGRAM**

Funding the training and pairing of certified PTSD service dogs.

**6**

## **TRIBUTE TO YOUR SERVICE**

Three-day respite program where groups of first responders and their families are provided a weekend of family healing, relaxation, information sharing and activities geared towards letting ill and injured individuals/families know that they are not alone.

**TO LEARN MORE VISIT [WOUNDEDWARRIORS.CA](http://WOUNDEDWARRIORS.CA)**

---

**SPONSORSHIP LEVEL:**

---

# PRESENTING

---

**INVESTMENT:**

---

# \$100,000

---

**INVESTMENT BENEFITS:**

---

- Maximum of one sponsor
- Corporate logo incorporated into all event materials
- Listed on all social media, website and promotional materials
- Opportunity to extend greetings to gala guests through pre-recorded video message
- Recognition by the master of ceremonies from the podium
- Forty tickets to the event. These can be utilized for your business or donated back for a first responder to attend
- Reserved seating during the event
- Ten tickets to the Sponsor Recognition Night, to be hosted on August 9, 2018 at the York Regional Police Training Facility

**TO SERVE & SAVOUR**



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**SPONSORSHIP LEVEL:**

---

# PARTNER

---

**INVESTMENT:**

---

# \$50,000

---

**INVESTMENT BENEFITS:**

---

- Corporate logo incorporated into all event materials
- Listed on all social media, website and promotional materials
- Logo included on all event screens
- Twenty-five tickets to the event. These can be utilized for your business or donated back for a first responder to attend
- Five tickets to the Sponsor Recognition Night, to be hosted on August 9, 2018 at the York Regional Police Training Facility

**TO SERVE & SAVOUR**





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**SPONSORSHIP LEVEL:**

---

# CHAMPION

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**INVESTMENT:**

---

# \$25,000

---

**INVESTMENT BENEFITS:**

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- Listed on social media, website, marketing and promotional materials
- Logo included on event screens
- Fifteen tickets to the event. These can be utilized for your business or donated back for a first responder to attend
- Two tickets to the Sponsor Recognition Night, to be hosted on August 9, 2018 at the York Regional Police Training Facility

**TO SERVE & SAVOUR**



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**SPONSORSHIP LEVEL:**

---

# ADVOCATE

---

**INVESTMENT:**

---

# \$10,000

---

**INVESTMENT BENEFITS:**

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- Listed on website, website and promotional materials
- Logo included on all event screens
- Six tickets to the event. These can be utilized for your business or donated back for a first responder to attend
- Two tickets to the Sponsor Recognition Night, to be hosted on August 9, 2018 at the York Regional Police Training Facility

**TO SERVE  
& SAVOUR**



SPONSORSHIP LEVEL:

# SUPPORTER

INVESTMENT:

**\$5,000.00**

INVESTMENT BENEFITS:

- Listed on website
- This donation will send one first responder and their partner to the event

TO SERVE & SAVOUR





# TO GET INVOLVED, CONTACT:

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## **Karen Richards**

Supervisor, Special Events  
York Regional Police  
1-866-876-5423 ext. 7774  
Cell: 289-264-3464  
5475@yrp.ca

## **Wounded Warriors Canada**

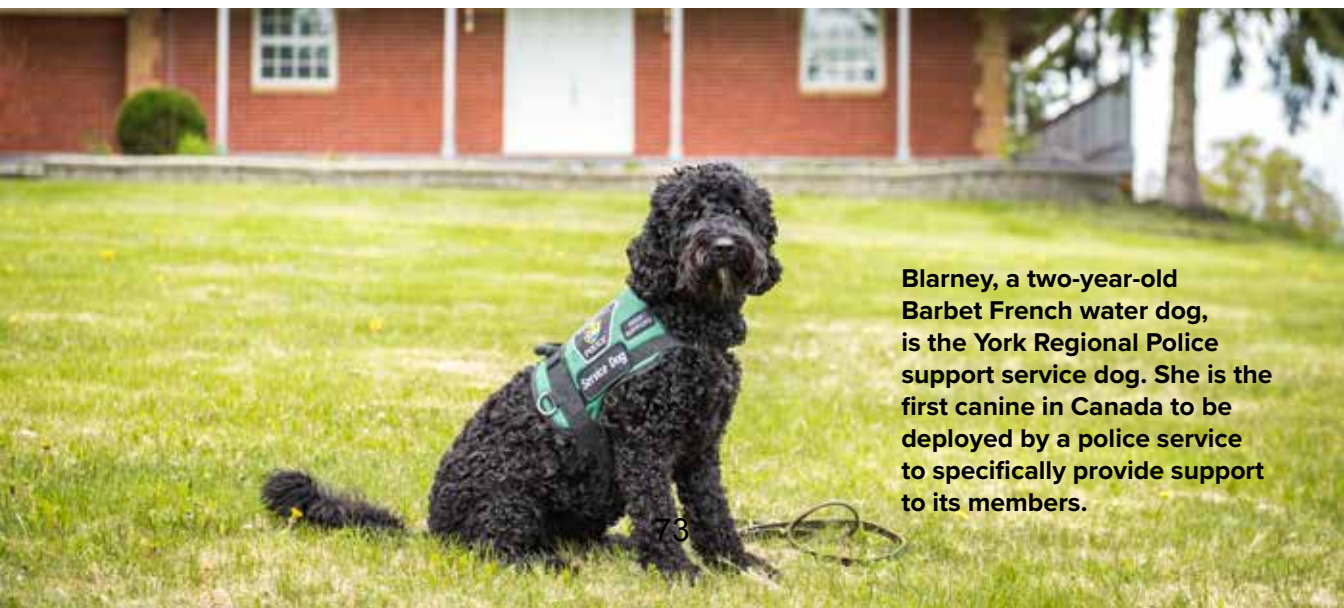
Charitable Registration Number  
CRA# 82808-2727-RR0001

**TO SERVE & SAVOUR**

**Tickets and sponsorship details are available at  
[yrp.ca/ServeandSavour](http://yrp.ca/ServeandSavour).**

**10 for \$1,000 or \$125 each**

## **#InThisTogether**



Blarney, a two-year-old Barbet French water dog, is the York Regional Police support service dog. She is the first canine in Canada to be deployed by a police service to specifically provide support to its members.



**“If you’re all standing next to a puddle and someone throws a rock in, everyone gets splashed.”**

The PTSD Equine Therapy program, administered through Can Praxis, is designed for veterans and first responders diagnosed with PTSD / OSI (Occupational Stress Injury) and their spouse, partner, and/or family member. It is an intense nine-day program, divided into three phases, each of which is three days long. Spouses and family members are also affected by veterans and first responders PTSD. This is known as secondary PTSD. Spouses and children are often anxious, hyper-vigilant and depressed and can experience other difficulties too. At Can Praxis, it becomes clear that spouses are absolutely vital to the recovery of veterans and first responders. Wounded Warriors Canada emphasizes that the spouses’ needs are of equal importance to first responder’s needs.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

JUNE 27, 2018

---

**2017 York Transit Annual Report**

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**RECOMMENDATION**

1. That the Board receive this report pursuant to Section 52 of the Agreement between the Regional Municipality of York Police Services Board and the Regional Municipality of York.

**SYNOPSIS**

This report has been submitted in accordance with an Amending Agreement signed on February 13, 2008, between the Regional Municipality of York Police Services Board and the Regional Municipality of York. Section 52 of the Agreement requires the Region to annually report to the Board statistical information regarding enforcement activities, training, supervision, complaints and other issues of concern. A copy of the 2017 Annual Report for York Regional Transit Enforcement and Security is submitted with this report.

**FINANCIAL IMPLICATIONS**

There are no financial implications.

## BACKGROUND

On September 14, 2005, the Board and the Region entered into a Joint Services Agreement to facilitate an eighteen-month pilot project dealing with Special Constables for York Region Transit. In June 2007, upon completion of the pilot project, the Ministry of Community Safety and Correctional Services approved the program; and, on February 13, 2008, the Board and the Regional Municipality of York signed an Amending Agreement extending the Joint Services Agreement.

York Region Transit has an approved Special Constable workforce of three shift supervisors, 20 officers and an approved Fare Media Inspector workforce of ten in the Transit Enforcement and Security section. All newly-hired Special Constables must complete a comprehensive, four-week training course provided by a certified professional vendor. This initial training covers use of force and defensive tactics, conflict resolution, both federal and provincial legal authorities, tactical communications and officer safety. Final testing consists of academic, practical and judgmental components. The Special Constables also have to pass an annual requalification. This requalification is three days in length and consists of legislative information and updates, use of force, crisis intervention, diversity and court training.

Special Constable Appointments by the Board authorize the Special Constables to enforce a by-law that regulates the use of public transit vehicles and facilities in the Regional Municipality of York (#R-1415-2005-28). This includes the enforcement of proper fare payment, conduct on transit vehicles and the safety of all persons travelling on public transit vehicles or located on/in public transit facilities.

In addition, for the purpose of their appointment, the Special Constables have Peace Officer powers as set out in the *Criminal Code*. They enforce sections dealing with obstructing or resisting a peace officer, obstructing justice, false pretenses, forgery, uttering a forged document, fraud under \$5,000 and fraud in relation to fares.

Originally, the geographic jurisdiction of the Special Constables was restricted to the property and vehicles under the control of the Regional Municipality of York and situated within the boundaries of the Region. A Memorandum of Understanding with the Toronto Police Services Board allowing York Region Transit Special Constables the authority to enforce the *Trespass to Property Act* within the City of Toronto has been in effect since January 1, 2010.

General supervision of the Special Constables comes under the Transit Enforcement Supervisor. This Special Constable holds an office position and is responsible for all aspects of the York Region Transit Special Constables Program, including human resource issues, training, supervision, complaints and discipline. He has received additional training in all of these areas. He is a member of the Municipal Law Enforcement Committee and is on the Board of Investigation and Enforcement Directors Council of Ontario, which includes other agencies such as the Ministry of Transportation of Ontario, the Ministry of Natural Resources and the Ministry of Finance.

All public complaints relating to staff conduct, security and safety, fare evasion and fine disputes are forwarded to the Enforcement Supervisor for review, assessment and investigation. Serious complaints relating to the conduct of Special Constables are forwarded to York Regional Police Professional Standards Bureau for further investigation. There were 55 complaints lodged in 2017; of which, all were identified as unsubstantiated by York Region Transit and did not require the involvement of York Regional Police.

#### York Region Transit Historical Complaints

Year	Number Of Complaints	Investigated By York Region Transit	Investigated By York Regional Police
2013	80	78	2
2014	39	38	1
2015	42	42	0
2016	53	53	0
2017	55	55	0

In 2017, the York Region Transit Enforcement and Security section worked in conjunction with York Regional Police on the following operational undertakings:

- Participated in the 2017 YRP Polar Plunge in support of Special Olympics;
- Participated in the Cops for Cancer program;
- Participated in a Syrian refugee event hosted by YRP at the Community Safety Village;
- Joint initiative with YRP to address incidents of mischief across Davis Drive, Newmarket;
- Participated with the Youth in Policing initiative;
- Education program with YRP regarding Transit safety to new Canadians;
- Joint incident management systems and track-level emergency awareness training with YRP for the TTC Line 1 Subway Extension; and,
- Dispatch job-shadow program with YRP 9-1-1 Communications Centre.

The attached 2017 Annual Report from York Region Transit Enforcement satisfies Section 52 of the Agreement between the Regional Municipality of York Police Services Board and the Regional Municipality of York. York Regional Police staff will continue to liaise with York Region Transit staff to ensure the terms of the Agreement are fulfilled.

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

EJ:gt  
Attachment

Accessible formats or communication supports are available upon request.







# 2017 Annual Report

YORK REGION TRANSIT ENFORCEMENT AND SECURITY





## Contents

Background.....	2
Staffing.....	3
Supervision .....	3
Staffing changes .....	3
Training and Personal Development.....	4-5
Affiliations and Associations.....	6
Equipment .....	6
Reporting.....	7
Property .....	8
Complaints.....	8
Use of force .....	9
Statistics .....	10
2017 enforcement statistics .....	10
2017 revenue protection statistics.....	10
Community Partnerships and Outreach.....	12



## Background

In September 2005, York Region Transit (YRT) began operating its Viva bus rapid transit service. This service uses an off-board fare collection system commonly known as *proof of payment*.

A Joint Services Agreement was established between York Region and The Regional Municipality of York Police Services Board to provide a Special Constable program for the new service. The YRT Enforcement and Security section would provide transit revenue protection and security services in partnership with York Regional Police (YRP).

The Transit Special Constable program was introduced as an 18-month pilot project with the launch of Viva. In June 2007, the program received permanent approval by the Ministry of Community Safety and Correctional Services.

In 2010, the jurisdiction for Enforcement and Security expanded into the City of Toronto through a formalized agreement with the Toronto and York Regional Police Services Boards. The agreement permits staff to administer Transit's By-law and perform their duties consistently across the YRT system.

As part of the Joint Services Agreement, Transit Enforcement and Security must provide an annual report to the Toronto and York Regional Police Services Boards outlining all Special Constable activity including recruitment, training, complaints and statistics. The annual report includes all YRT's Enforcement and Security's activities including both classes of positions: Special Constables and Fare Media Inspectors.

In 2017, YRT had an approved workforce of 20 Special Constables and 10 Fare Media Inspectors.

# Staffing

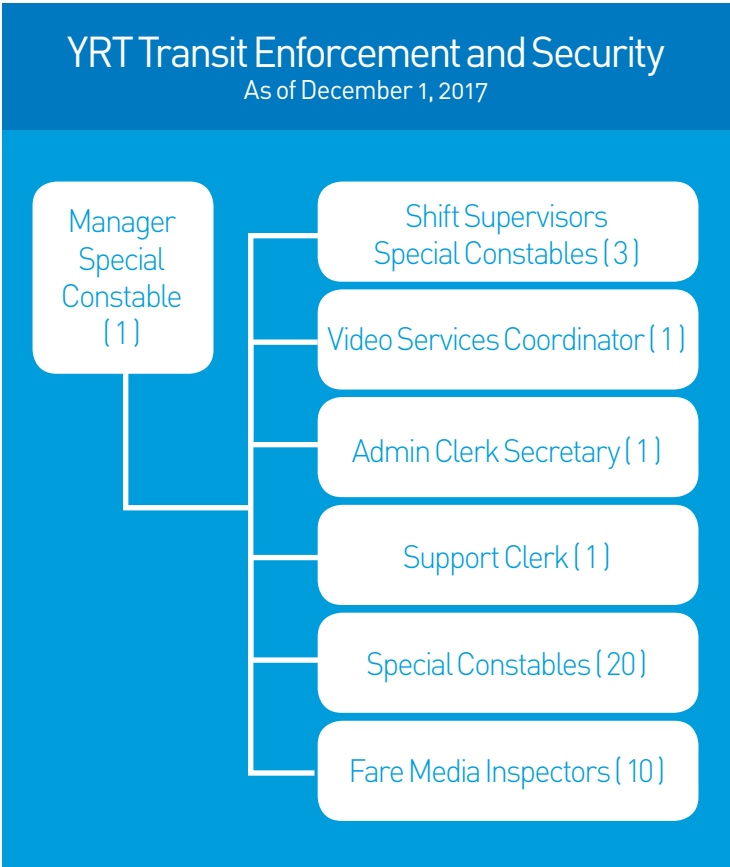
## Supervision

In 2017, the YRT Enforcement and Security unit consists of 37 positions.

General supervision of the unit is provided by Shift Supervisors who report to the Manager.

Uniformed Special Constables perform dedicated security and law enforcement duties, and maintain revenue protection through fare inspection.

Fare media Inspectors perform additional fare inspection duties. Both positions perform customer service functions.



## Staffing Changes

In 2017, there were three appointments to YRT's Enforcement and Security unit and one Special Constable resigned. In addition, five Fare Media Inspectors were hired filling vacant Inspector positions due to retirement, promotion and temporary leaves.



Appointments ( January 1 to December 31 )			
Total applications	New	Resumed	# of Special Constables
3	2	1	3

Attrition ( January 1 to December 31 )			
Terminations	Suspensions	Resignations	Retirements
0	0	1	0

# Training and Professional Development

In 2017, outside annual recertification training, YRT Enforcement and Security participated in a number of training sessions surrounding improving service to a diverse customer base, emergency management and serving vulnerable travellers.



Mandatory			
Course / topic	Delivered by	Duration	# of staff
Annual Use of Force Recertification	The Control Institute Professional Vendor	24 hours	19
Basic Special Constable Training	The Control Institute Professional Vendor	4 weeks	3
Basic Fare Inspector Training	The Control Institute Professional Vendor	2 weeks	3
Basic Fare Inspector Refresh	The Control Institute Professional Vendor	24 hours	6
Standard First Aid & CPR Recertification ( * full course )	FAST ( First Aid Safety Training c / o YRT instructor )	8 hours	6 *

Outreach and Awareness			
Course / topic	Delivered by	Duration	# of staff
Annual Training Forum 2017	Regulatory Compliance and Enforcement Council	3 days	3
Basic Emergency Management	GO Transit / Metrolinx	2 days	4
Blue Line Expo 2017	Blue Line	1 day	3
Crime Prevention Through Environmental Design ( C.P.T.E.D ). Level 1	C.P.T.E.D. Professional Training Centre	4 days	1
Crisis Intervention with the Hostile / Aggressive Individual	Canadian Training Institute	2 days	5
Dale Carnegie Leadership Training	Dale Carnegie Training	4 days	1
Dementia and Alzheimer Awareness	Alzheimer Society of York Region	2 hours	14
Disability Training – ( A Journey beyond the Label )	The Centre for Dreams	4 hours	16
Drug & Narcotic Awareness	York Regional Police	4 hours	25
Incident Management Systems ( IMS100 )	Emergency Management Ontario ( Online )	4 hours	32
Incident Management Systems ( IMS200 )	GO Transit / Metrolinx - Emergency Management	2 days	2
Incident Management Systems ( IMS200 )	York Region	2 days	18
Introductory Tactical Use of the Internet Seminar 2017	Regulatory Compliance and Enforcement Council	1 day	3
Municipal Law Enforcement Officer's Association of Ontario Summit 2017	Municipal Law Enforcement Officer's Association of Ontario	5 days	1
Ontario Smoke Free Act 2017	York Regional Police	2 hours	1
Rail Safety Training	GO Transit / Metrolinx	1.5 Hours	19



## Outreach and Awareness

Course / topic	Delivered by	Duration	No. staff
Respect in the Workplace / Code of Conduct	York Region – Human Resources	1.5 hours	29
Subway Familiarization Training	Toronto Transit Commission (TTC)	3 hours	23
The Mindful Cop	York Regional Police	1.5 hours	19
TYSSE Orientation Training	YRT Safety and Training	3 hours	34
Urban Public Transit – Policing and Security Conference	Canadian Urban Transit Association	3 day	2
Workplace Wellness	Canadian Mental Health Association	1 day	4
YorkLEADS 101	York Region	6 days	3
YRT services and the YYSSE	YRT Marketing and Communications	1 hour	8

## External and Canadian Police Knowledge Network (CPKN)

Course / topic	Delivered by	No. staff
Coach Officer Training	Canadian Police Knowledge Network (CPKN) training	2
Crisis Intervention and De-escalation	CPKN training	25
Homelessness Awareness	CPKN training	3
Recognition of Emotionally Disturbed Persons	CPKN training	3
Scenario Based Mental Health and De-escalation Training	CPKN training	27
Terrorism Event Pre-Incident Indicators	CPKN training	3
Youth at Risk	CPKN training	2



## Affiliations and Associations

YRT Enforcement and Security maintains membership with the following organizations:

1. Ontario Association of Chiefs of Police (OACP)
2. Association of Black Law Enforcers (ABLE)
3. Municipal Law Enforcement Officers' Association of Ontario (MLEAO)
4. Central Ontario Crime Prevention Association
5. Prosecutors' Association of Ontario (PAO)
6. Ontario Police Video Training Alliance (OPVTA)
7. Canadian Police Knowledge Network (CPKN)
8. ASIS International
9. Regulatory Compliance and Enforcement Council (RCEC)
10. Canadian Urban Transit Association (CUTA)
11. Ontario Public Transit Association (OPTA)

## Equipment

The following equipment is issued to all Special Constables:

- Wallet badge with wallet and agency identification card
- Soft body armour with internal and external carriers
- Two sets of standard handcuffs with cases
- Expandable baton with carrier
- Container of OC foam with carrier
- Serialized memo book with carrier
- Flashlight with carrier
- Forge cap / hard hat
- Reflective safety vest



# Reporting

In 2017, YRT Enforcement and Security investigated 4,733 occurrences. They are listed here by category.



## Reporting Trends ( 2014– 2017 )

Occurrence type	2014	2015	2016	2017
Assault	19	21	30	37
Assistance ( assist passenger / medical )	145	154	125	237
Bomb threat	1	1	0	0
Breach of probation	0	0	0	0
Damage to property	116	120	98	85
Digital audio request	2	5	2	1
Disturbance	46	51	41	88
Drugs / drug paraphernalia	15	7	5	5
Fare dispute	18	21	32	49
Fire	4	4	4	0
Fraud	29	60	106	96
Indecent act	0	2	5	2
Information	15	6	30	47
Mischief	2	3	8	9
Missing person ***	2	5	121	7
Motor vehicle collision	17	11	11	21
Obstruct peace officer	0	0	1	8
Other	10	9	12	0
Policy violation	2	1	2	1
Property *	478	593	992	861
Robbery	1	0	1	1
Safety / security concern	62	49	46	113
Safety / security hazard	8	5	15	9
Seized video	2,395	1,955	2,304	2,926
Special detail / request to investigate **	164	58	65	93
Suspicious incident	9	15	23	9
Terrorist incident	0	0	0	0
Theft	4	5	3	3
Uttering threats	2	4	7	9
Vehicle concerns	0	2	0	12
Warrants – arrest	1	0	3	1
Weapons	4	2	0	3
<b>Totals</b>	<b>3,571</b>	<b>3,169</b>	<b>4,092</b>	<b>4,733</b>

\* Lost and found property processed by YRT Enforcement and Security received from the contractors.

\*\* Special detail includes follow up investigations to concerns reported by customers and staff. Increase due to enhanced reporting.

\*\*\* Missing person reports are supplied by police. This was not formally captured before 2016.



**In 2017, seized video, lost and found property and assistance (assist passenger / medical) were the top three types of occurrences investigated by YRT Enforcement and Security.**

### **Property**

In 2017, YRT Enforcement and Security processed 861 pieces of property into evidence lockup. Property that was secured as lost and found or was no longer required for court or investigative purposes was either returned to the lawful owner or disposed of in accordance with the YRT Enforcement and Security policy for disposal of property.

All money is turned over to the YRT Finance section while all items of value are donated to a local charity. Eyeglasses, cell phones and batteries are recycled. All other items are destroyed. Every item is itemized and a disposition record is maintained for audit purposes.

### **Complaints**

All public complaints relating to staff conduct, security / safety, fare evasion and warning / fine disputes are forwarded to YRT Enforcement and Security Shift Supervisors for review, assessment and investigation.

Serious complaints relating to Special Constable conduct are reviewed by the Manager of Enforcement and Security. If the allegations meet the requirements of the complaint criteria under 'Schedule E' of the Joint Services Agreement, they are forwarded to the York Regional Police Professional Standards Bureau for investigation.

Adjudication and penalties are the responsibility of the Manager of Enforcement and Security. Complainants are advised of the findings of all investigations. All complaints are investigated in accordance with YRT Enforcement and Security procedures, and are within the parameters of the Joint Services Agreement and all Regional policies and procedures.



**Investigation findings pertaining to Special Constable and Fare Inspector conduct complaints are defined and categorized as follows:**

### **Unsubstantiated**

- No evidence exists to support the allegation; or
- Evidence exists and if believed, would not constitute misconduct; or
- The identification of the Special Constable or Fare Inspector involved cannot be established.

### **Substantiated**

- Complaint found to be supported by statements or evidence.

### **Informal Resolution**

- May include an apology, an explanation by a management member and referral to education, training or various forms of mediation.

Complaint Investigations				
Complaints	by YRT	by YRP	Resolved	Outstanding
55	55	0	55	0

Complaints by Position				
Position	Received	Unsubstantiated	Substantiated	Informal Resolution
Special Constable	19	19	0	0
Fare Media Inspector	36	36	0	0

### **Use of Force**

Use of Force ( UOF ) Reporting		
Type of Force Used	Number of Incidents	UOF Report Submitted
Expandable baton	3*	3
OC foam	1 ( 1* )	2

\* Equipment drawn but not deployed

## Criminal Code of Canada

Section number and charge	2014	2015	2016	2017
Sec. 129 Obstruct Peace Officer	0	0	1	8
Sec. 139 ( 2 ) Obstruct justice	0	0	0	0
Sec. 362 ( 2 )( b ) False pretense under \$5,000	0	0	0	0
Sec. 366 Forgery	0	0	0	0
Sec. 368 Uttering forged document	0	0	0	1
Sec. 380 Fraud under \$5,000	0	0	0	0
Sec. 393 Fraud in relation to fares	29	60	106	96
<b>Total</b>	<b>29</b>	<b>60</b>	<b>107</b>	<b>104</b>

## Provincial Offences

Occurrence type	2014	2015	2016	2017
Liquor License Act	7	9	4	20
Mental Health Act	4	3	2	27
Trespass to Property Act	0	2	0	2
<b>Total</b>	<b>11</b>	<b>14</b>	<b>6</b>	<b>49</b>

## 2017 Revenue Protection Statistics

Provincial offences		Fine revenue recovery	
Year	# of tickets filed	Year	Amount
2014	5,288	2014	\$266,740
2015	5,907	2015	\$321,880
2016	5,947	2016	\$351,554
2017	6,431	2017	\$353,955

## Annual System Inspections and Evasions

Year	Fares inspected	Evasions	Evasion rate ( % )
2014	664,840	6,655	1.00
2015	498,203	7,338	1.47
2016	475,360	8,537	1.80
2017	489,954	8,187	1.67

## Fare Box Unclassified Revenue by Contractor

Contractor	Revenue (\$)	Unclassified revenue (\$)	Unclassified revenue ( % )
Transdev	4,340,388.17	109,565.94	2.52
Miller Transit	2,343,615.27	51,357.24	2.19
Tok Transit	1,163,627.82	30,906.07	2.66



# Community Partnerships and Outreach

## 2017 York Regional Police Partnerships and Community Outreach:

- Participated in the 2017 York Regional Police (YRP) Polar Plunge in support of Ontario Special Olympics
- Participated and raised funds for Cops for Cancer where staff shaved their heads in support of the Canadian Cancer Society
- Participated in a Syrian refugee event, hosted by YRP, at the Community Safety Village in Whitchurch-Stouffville
- Conducted a joint initiative with YRP to address reported incidents of mischief across Davis Drive
- Enforcement and YRP Community Resource Officers hosted an information and outreach session for participants in their Youth in Policing Initiative (YIPI) program
- Partnered with YRP in attending Unionville High and delivering a presentation to new Canadian students by educating them on transit safety and proper use
- Hosted a community learning event for The Centre for Dreams day program members
- Participated in the 360Kids Experience in support of youth homelessness, raising over \$2,000
- Hosted a Centre for Dreams education and awareness event for Transit staff
- Sponsored and supported a family through the Big Brothers and Big Sisters of York holiday family program
- A staff member received the Centre for Dreams Good Spirit Award







**COPS FOR CANCER HEAD SHAVE**

**SATURDAY, APRIL 29, 2017**  
11 a.m. to 1 p.m.  
Upper Canada Mall

Join members of YRP, along with our partners from Ontario Provincial Police, Fire and Paramedic Services, York Region Transit, GO Transit and the Ontario SPCA.

To register, visit  
[www.copsforcancer.ca](http://www.copsforcancer.ca).

If you don't want to shave your head, please come out and support our team!

**COPS FOR CANCER**

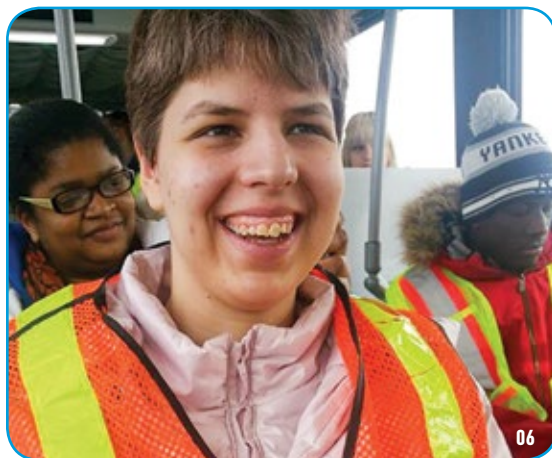
#C4CYORK

YORK REGION TRANSIT

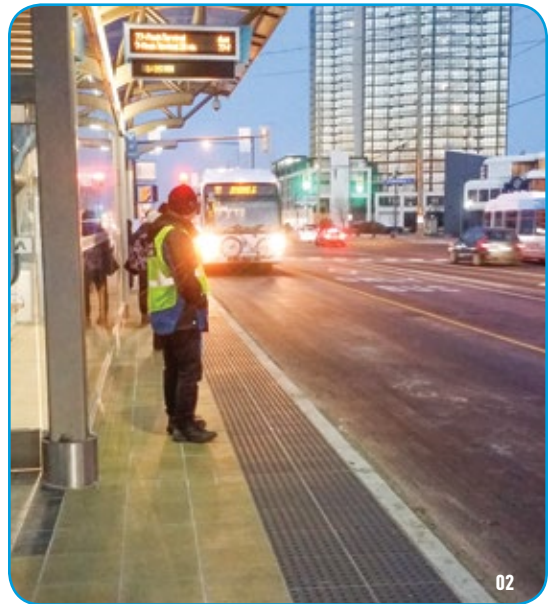
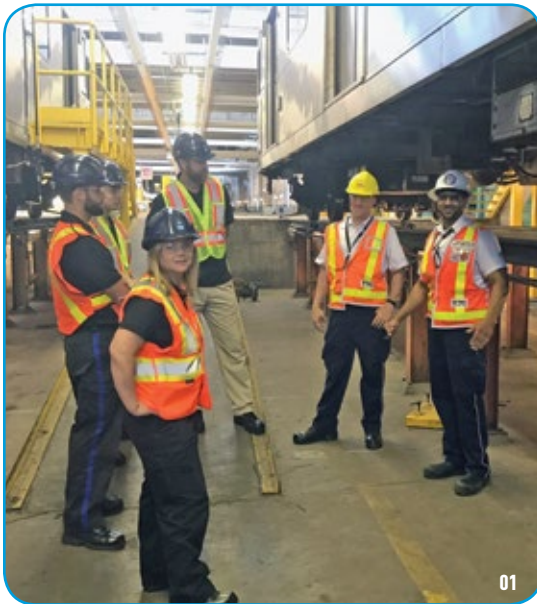
Canadian Cancer Society  
Société canadienne du cancer

UPPER CANADA MALL  
*Gorgeous*

03



- 01 Big Brothers and Big Sisters of York holiday family program
- 02 360 Kids Experience
- 03 Cops for Cancer fundraiser
- 04 Syrian refugee event at Community Safety Village
- 05 Unionville High education presentation for new Canadian students
- 06 Youth in Policing Initiative



### 2017 Operations and Training Highlights:

- Assisted in the launch of the Highway 7 West Rapidway
- Conducted a Transit Order Maintenance Sweep focusing on traveller safety and customer service
- Conducted a joint initiative with GO Transit Enforcement to address reported behaviors at Newmarket GO Bus Terminal
- Hosted a Transit staff education and training event with the Alzheimer Society of York Region
- Special Constables marched in the Canadian Police and Peace Officers 40<sup>th</sup> Memorial Service at Parliament Hill in Ottawa
- Participated in incident management systems and track-level emergency awareness training for the TTC Line 1 Subway Extension launch
- Hosted the Canadian Mental Health Association (York Region Branch) full day Workplace Wellness workshop for managers and supervisors
- Participated in rail safety training with GO Transit and Metrolinx
- Facilitated two staff education sessions during Canada's Healthy Workplace month





03



04



05



06

- 01 Rail Safety training session
- 02 Highway 7 West rapidway launch
- 03 Canadian Police and Peace Officer 40th Memorial service
- 04 Transit Order Maintenance Sweep (TOMS) initiative
- 05 Alzheimer Society staff Lunch 'n Learn
- 06 Centre for Dreams training session









THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

June 27, 2018

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**Approvals During Board Recess**

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**RECOMMENDATIONS:**

1. That during any period when regular meetings of the Board are suspended, either over the summer months or for any other reason, the Board Chair and the Chief of Police (or his delegate), or in the absence of the Chair, the Vice Chair and Chief of Police (or his delegate) be authorized to:
  - (a) Award and execute contracts and other forms of commitment where such matters are not otherwise currently delegated by the Board, including leases;
  - (b) Approve the exercise of the Board's rights and remedies at law including termination of contracts and settlement of claims, appeals and other matters before the courts or administrative tribunals.
2. That the exercise of this authority be subject to the following conditions:
  - (a) The Chair and the Chief of Police (or his designate) or in the absence of the Chair, the Vice Chair and Chief of Police (or his designate) being satisfied that the authorization is required to prevent interruption of service delivery or to avoid incurring unnecessary costs;
  - (b) A memorandum outlining the necessity of such requests be submitted to the Chair and the Chief of Police by the respective Officer in Charge;
  - (c) Any contracts or documentation be subject to review and approval by Legal Services as to form and content; and
  - (d) A report be submitted to the Board at its next regular meeting to advise of the approval of any contracts under this authority.
  - (e) Reporting is only required if any commitments have been made under this authority.
3. That the conditions set out in Recommendation No. 2 in this report apply equally to the approval of purchases by the Chief of Police, during any period when regular meetings are suspended including summer recess, under the Board's Purchasing Bylaw.
4. That during the summer recess period from June 29, 2018 to September 25, 2018, the Board delegate to the Chair and Vice Chair of the Board the authority conferred on it by the *Police Services Act* as provided for in Section 34.

## **PURPOSE**

The purpose of this report is to seek the Board's authorization to delegate approval of certain matters that are not already delegated, in order to ensure the continuity of services during those periods when regular meetings are suspended.

The Board's Purchasing Bylaw delegates the authority to award and execute contracts for goods and services subject to certain conditions and expenditure limits. The Purchasing Bylaw also provides that the Chief may award any contract during any period that regular Board Meetings are suspended including the summer recess, providing a report is submitted when the Board resumes setting out the details of any contract awarded. However, the Purchasing Bylaw does not contain any preconditions which require justification of the necessity of the approval. It is recommended, therefore, that the preconditions set out in Recommendation No. 2 in this report apply equally to the approval of purchases by the Chief of Police, during any period when regular meetings are suspended including summer recess, under the Board's Purchasing Bylaw.

There are some matters which are not governed by the Purchasing Bylaw and which would still require Board authority. For instance, leases are not governed by the bylaw. In addition, the extension of existing agreements which may not be the subject of a competitive process may also require Board authority. As well, matters before the courts or tribunals may need resolution during Board recess.

The Board's Execution of Documents Bylaw authorizes the Chair or Vice Chair to execute contracts and agreements but only where such agreements have been authorized by the Board pursuant to section 3.1 of the bylaw. Such authorization cannot be obtained during the Board's summer recess.

Section 34 of the Police Services Act allows a Board to delegate to two or more of its members the authority conferred on it by this Act, except the authority to bargain under Part VII, which may be delegated to one or more members.

## **ANALYSIS AND OPTIONS**

During a recess period authorization may be required to approve contracts and authorize leases that are not currently authorized by the Purchasing Bylaw. Other matters that may require resolution include contract disputes, litigation matters and issues arising during hearings (for example, judicial review). In these circumstances, it is recommended that the authority to make such commitments be jointly delegated to the Chair and the Chief. It is also recommended that certain procedures be put in place as follows:

- That a memorandum be submitted by the respective Officer in Charge indicating the need for the approval;
- That any contract or other form of commitment be subject to review and approval by Legal Services; and
- That the authorization to approve the transaction or activity is required to prevent interruption of service delay or to avoid incurring extra costs.

A similar practice has been established in past years to ensure continuity of service delivery.

## **FINANCIAL IMPLICATIONS**

Any commitment authorized under the approval process set out in this report will be subject to funds being available in the annual police budget.

## **CONCLUSION**

In order to ensure continuity of service delivery during the period when regular Board meetings are suspended, it is recommended that a process be adopted as set out in this report of matters not currently authorized by the Purchasing Bylaw or other delegated authorities. The authority would be exercised only where strictly essential and would be subject to a report to the Board at the next regular meeting of the Board to advise of any commitments made under this authority.

Mafalda Avellino  
Executive Director



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

June 27, 2018

---

**Public Relations Reserve Fund  
Request for Funding**

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**RECOMMENDATION:**

1. That the Board approve an expenditure in the amount of \$500 from the Board's Public Relations Fund to support the Future Aces 25<sup>th</sup> Silver Anniversary Tournament.

**BACKGROUND**

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

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

**FINANCIAL IMPLICATIONS**

The closing balance of the Public Relations Reserve fund on May 31, 2018 was \$160,506. The total funding request in this report is \$500.

**REQUEST FOR SPONSORSHIP**

Future Aces Golf Tournament

The Memorial Charity Golf Tournament stands as a tribute to Dr. Herb Carnegie and serves as a major fundraising vehicle that is essential to supporting the foundation. The Future Aces Foundation is committed to fostering self-esteem and ethical behaviour through the application of its creed and to assist youth to attain the highest level of achievement both personally and academically. All proceeds from this year's tournament will be used to support the National Scholarship Program and in-school Character Education Program.

Last year the Board provided individual hole sponsorship in the amount of \$500.

Mafalda Avellino  
Executive Director

/jk

Attachment





# REGISTRATION FORM



Herbert H. Carnegie

FUTURE ACES  
FOUNDATION

RECEIVED

MAY 29 2018

York Regional Police Services Board

Signature

## Individual and Group Golf Packages

- ☐ Corporate Foursome  
(includes Hole Sponsor) \$1,800
- ☐ Corporate Twosome  
(includes Hole Sponsor) \$1,100
- ☐ Foursome \$1,500
- ☐ Individual Golf: 18 Holes \$400 x \_\_\_\_\_
- ☐ Individual Golf: 9 Holes \$150 x \_\_\_\_\_

## Premium Sponsorship Opportunities

- Presenting Sponsor **SOLD**
- Lunch Sponsor \$3,500
- Breakfast Sponsor \$2,500

## Supporting Sponsorship Opportunities

- Golf Cart Sponsor \$3,500
- Hole-in-One Sponsor \$3,000
- 'Closest to the Pin' Sponsor \$2,000
- Longest Drive Sponsor \$2,000
- Individual Hole Sponsor \$500

## Golfer's Names

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_

## Preferred Format

- ☐ Team Scramble
- ☐ Individual Stroke Play

## Contact Information

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
Postal Code \_\_\_\_\_  
...  
Phone \_\_\_\_\_  
Email \_\_\_\_\_  
Fax \_\_\_\_\_

## Payment Details

\$ \_\_\_\_\_ Amount Authorized  
(Cost of Package or Sponsorship Opportunity that you've selected)

- ☐ Please invoice us
- ☐ Cheque payable to:  
**Herbert H. Carnegie Future Aces Foundation**
- ☐ Credit Card
- ☐ Visa ☐ MC ☐ AMEX

Card # \_\_\_\_\_ Exp Date (mm/yy) \_\_\_\_\_

Signature \_\_\_\_\_

Name for Tax Receipt \_\_\_\_\_



Herbert H. Carnegie  
**FUTURE ACES™**  
FOUNDATION

Presenting Sponsor:

de HART &  
ASSOCIATES



PRIVATE  
WEALTH  
MANAGEMENT

**IG** Investors  
Group

## Submit Registration Form and Payment to:

Herbert H. Carnegie Future Aces Foundation  
125 Norfinch Drive, Suite 210, Toronto ON M3N 1W9  
PHONE: 416 855-8100 • FAX: 416 663-2236  
EMAIL: info@futureaces.org

Charitable Registration No. 89245 0842 RR 0001



## Monday, July 16, 2018

**Morning Tee Off:** 8:30AM

**Formats:** Scramble or Individual Stroke Play

**Corporate Sponsor: Foursome:** \$1,800

**Corporate Sponsor: Twosome:** \$1,100

**Foursome:** \$1,500

**Individual Golfer:** \$400

*(Breakfast, Lunch and On-course competitions included)*

**Back This Year, 9-hole Par 3**

**"Don Under" Executive Course:** \$150.00

**Tee Off:** 11:30AM

*(Lunch included)*

**Early Bird:** May 12, 2018

**Early Bird Prize:** Muskoka Golf Retreat for 4

*\*Full payment must be received by deadline to qualify*

**For sponsorship opportunities contact us:**

**Phone:** 416 855-8100

**Email:** [info@futureaces.org](mailto:info@futureaces.org)

**Presenting Sponsor:**



## Wyndance Golf Club

450 DURHAM RD. 21, UXBRIDGE, ON

905 649-8545

The Wyndance Golf Club is home to a meticulously shaped course designed by Greg Norman —the first course in Canada designed by him. The fairways are lined with luxurious foliage and loose rock outcroppings, conveying the feeling of playing golf in the American Southwest. This aura is supported by the rich architecture of the clubhouse. A patio and banquet facility offer panoramic views of the course.

### East of HWY 404

- > Take HWY 401 or 407 east to Brock Road N
- > Travel north on Brock Road to traffic lights in Coppins Corners (Goodwood Rd)
- > Turn left onto Goodwood Rd/Regional Rd 21
- > Wyndance Golf Club entrance is on the right

### West of HWY 404

- > Take HWY 401 or 407 east to HWY 404 N
- > Exit Bloomington Road E
- > Travel east on Bloomington Rd/HWY 47 to traffic lights in Goodwood (Goodwood Rd)
- > Turn right onto Goodwood Rd/Regional Rd 21
- > Wyndance Golf Club is on the left, past the 4th Concession





## Building the character of Canadian youth

*The Memorial Charity Golf Tournament is an important event that is hosted by the Herbert H. Carnegie Future Aces Foundation.*

This annual golf tournament serves as a major fundraising vehicle that is essential in supporting our foundation. This fundraiser contributes to helping thousands of children across Canada reach their personal and academic goals. With your contributions, we provide scholarships, leadership conferences, and character education programs to thousands of young Canadians.



### About the Foundation

In 1987, Dr. Herb Carnegie founded the Future Aces Foundation, together with his wife Audrey and daughter Bernice. His mission was to encourage youth to develop the skills, knowledge, and confidence necessary to enable them to take control of their lives and use these abilities in a positive way. He dedicated his life to promoting positive initiatives in elementary and secondary schools and through integrated societal and citizenship education for students.

The Memorial Charity Golf Tournament stands as a tribute to Herb and his long, successful career in golf. With many accolades under his belt, including multiple Canadian and Ontario Senior Golf Championships, Herb was a true professional in the sport. His life accomplishments were inspiring to many and this fundraiser integrates Herb's love of the game and his dedication to supporting Canadian youth.

**All proceeds from this year's Tournament will be used to support our National Scholarship Program, and our in-school Character Education Program.**

*Top right: Herb and Audrey Carnegie at the Senior Golf Championship of Canada in 1978*



To date, the Future Aces Foundation has awarded more than \$800,000 in scholarships to students across Canada.



40,000 students become high school dropouts every year. 1 in 3 of those students leaves high school with a grade 9 education, or less.



Over 30% of students need extra educational support just to reach basic competency levels in school.



Annually, our programs reach more than 100,000 young Canadians and are present in over 200 Ontario schools.





### CLOSEST TO THE PIN SPONSOR \$2,000

- Opportunity to contribute an in-kind prize donation valued at \$2,000 minimum, in lieu of cash
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to provide a representative and/or display at sponsored hole
- Logo recognition in Lunch programme book

### PRESENTING SPONSOR SOLD

- Preferred seating for tournament lunch
- Speaking opportunity at tournament opening and lunch
- Opportunity to provide branded table gift for participants at lunch
- Two complimentary foursomes (eight golfers in total), including breakfast and lunch
- Presenting logo recognition on all print and electronic promotional materials
- Presenting logo recognition on tournament welcome banner
- Opportunity to provide branded gift item for golfer in welcome bags
- Presenting logo recognition on signage at registration and lunch
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- Two complimentary tee signs with your logo at sponsored holes
- Opportunity to engage participants and/or display at two sponsored holes
- Logo recognition in Lunch programme book
- Opportunity to sponsor branded welcome bags for golfers
- Opportunity to provide branded gift item for golfer in welcome bags

### Presenting Sponsor:

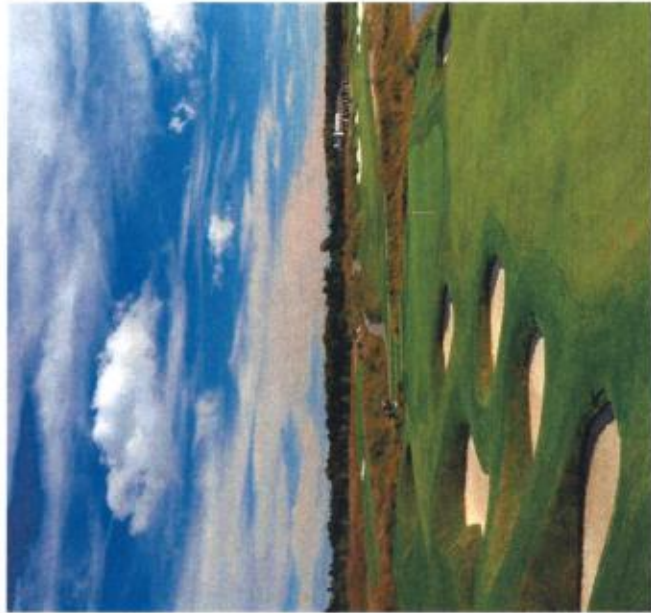
de HART &  
ASSOCIATES



PRIVATE  
WEALTH  
MANAGEMENT



Investors  
Group



### The Mission of the Herbert H. Carnegie Future Aces Foundation

Our mission is to inspire and assist youth and adults to become the best they can be as responsible, respectful, peaceful, confident and caring citizens.

Proceeds from the Golf Tournament support our character education initiatives in schools across Ontario, impacting 100,000 youth annually as well as our National Citizenship Award and Scholarship Program.



**Herbert H. Carnegie Future Aces Foundation**  
125 Norfinch Drive, Suite 210, Toronto ON M3N 1W9  
PHONE: 416 855-8100 • FAX: 416 663-2236  
EMAIL: [info@futureaces.org](mailto:info@futureaces.org)  
Charitable Registration No. 89245 0842 RR 0001



**25TH**  
**SILVER ANNIVERSARY  
TOURNAMENT**  
IN MEMORY OF  
DR. HERB CARNEGIE



## Sponsorship Opportunities



Herbert H. Carnegie  
**FUTURE ACES™**  
FOUNDATION



### LONGEST DRIVE SPONSOR \$2,000

- Opportunity to contribute an in-kind prize donation valued at \$2,000 minimum, in lieu of cash
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to provide a representative and/or display at sponsored hole
- Logo recognition in Lunch programme book

### HOLE SPONSOR \$500

- One complimentary tee sign with your logo at a sponsored hole
- Logo recognition in Lunch programme book

### IN-KIND DONATION OPPORTUNITIES

- Live and/or Silent Auction donation
- Raffle product donation
- Prize donation for winning foursomes (four of the same prize required)
- Tournament welcome bag donation (up to 175 units required) to supporting Canadian youth.

### LUNCH SPONSOR \$3,500

- Speaking opportunity at lunch
- Logo presence on lunch tables
- One complimentary foursome (four golfers in total), including breakfast and lunch
- Logo recognition on tournament welcome banner
- Logo recognition on signage at registration and at lunch
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to engage participants and/or display at sponsored hole
- Logo recognition in Lunch programme book
- Opportunity to provide branded gift item for golfers in welcome bags

### CORPORATE SPONSOR (FOURSOME) \$1,800

- Registration for four golfers, including breakfast and lunch
- One complimentary tee sign with your logo at a sponsored hole
- Printed name recognition in Lunch programme book
- Opportunity to engage participants and/or display at sponsored hole
- Opportunity to provide branded gift item for golfers in welcome bags

### CORPORATE SPONSOR (TWO SOME) \$1,100

- Registration for two golfers, including breakfast and lunch
- One complimentary tee sign with your logo at a sponsored hole
- Printed name recognition in Lunch programme book
- Opportunity to provide branded gift item for golfers in welcome bags

### GOLF CART SPONSOR \$3,500

- Recognition at Lunch by the MC
- Logo signage on all golf carts
- One complimentary foursome (four golfers in total), including breakfast and lunch

- Logo recognition on all print and electronic promotional materials
- Logo recognition on tournament welcome banner
- Logo recognition on signage at registration and at lunch

- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to engage participants and/or display at sponsored hole
- Logo recognition in Lunch programme book
- Opportunity to provide branded gift item for golfers in welcome bags

### BREAKFAST SPONSOR \$2,500

- One complimentary foursome (four golfers in total), including breakfast and lunch
- Logo recognition on signage at breakfast
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Logo recognition in Lunch programme book
- Opportunity to provide branded gift item for golfers in welcome bags

### NON-PLAYING SPONSORSHIP OPPORTUNITIES AND ADD-ONS HOLE-IN-ONE SPONSOR \$3,000

- Opportunity to contribute an in-kind prize donation valued at \$3,000 minimum, in lieu of cash
- Hyperlink to your website from [www.futureaces.org](http://www.futureaces.org)
- One complimentary tee sign with your logo at a sponsored hole
- Opportunity to provide a representative and/or display at sponsored hole
- Logo recognition in Lunch programme book



**Meet Our Golfers:**  
Over 80% are professionals



Approximately 90% of our golfers are men



70% play golf regularly



Most players are in their mid-50s.  
Youngest: 35  
Oldest: 70



The median income of our golfers is more than \$100,000





## BOARD CONNECTION

Canadian Association of Police Governance

Newsletter

# FOSTERING A CULTURE OF DIVERSITY

*Canada is a diverse nation, with multi-culturalism being part of the fabric of our national identity. Canada is home to more than 200 ethnic and cultural groups and police services and boards need to ensure they reflect our diverse population. Though much progress has been made, Canada's police services and boards are predominantly occupied by white males. In this issue, we explore the issue of diversity, why it matters, and how police boards can ultimately best reflect the communities they serve.*

## ALSO IN THIS ISSUE

President's Message .....	2
CAPG's 2018 Lobby Days Report.....	4
Diversity that Fits the Communities we Serve .....	10
Creating Space for Diverse Voices.....	12
Finding the Balance Between Diversity and Merit .....	14
Excessive Force: Toronto's Fight To Reform City Policing.....	17
Upcoming Events .....	22



## PRESIDENT'S MESSAGE

*Welcome to the Spring edition of Board Connection, the CAPG newsletter. With the advent of spring we see more activity, people are happy to get outside and enjoy the warmth of the sun and admire the new growth of trees, grass and flowers. At CAPG spring is also time to begin reflecting on the work the Association has undertaken since July when we met in Montreal and where we've focused our attention. Diversity and equity in challenging a new policing model emerged at our board retreat as one of our main priorities, we've heard from many of our members how important this is and we've pursued and explored that theme through our Advocacy Days and in putting together this issue of Board Connection.*

*Canada is a diverse landscape of people from many different cultures who inhabit our cities and towns. We live and work together seeking a balance of harmony, respect and inclusion. We also want to see that in our police services, our police leaders and our police governance authorities. In this issue you can read the different perspectives from three members of police boards. Mary Jane Loustel, who sits on the Winnipeg Police Board, Mo Salih, the Chair of the London Police Services Board and the newest member of the Ottawa Police Services Board, Andrea Blaustein. Each of these police governors has their own view on diversity and equity, what it means to them to serve in their capacity of the voice of public accountability for the police service and some ideas on how to improve or change.*

*As we head towards the 29th Annual Conference of the CAPG in Winnipeg, I would ask each of you to take some time to think about how we can create a new model of a community/public safety service provider. One that is more community relevant, reflects the*

*community diversity, adapts to a continually changing landscape, works collaboratively and has engaged and fulfilled employees. It is time to challenge how we recruit, train, support and inspire the dedicated men and women who serve our communities. Bring your thoughts and ideas to the workshop that is being held on this topic.*

*In Winnipeg we will host a two-day First Nations Police Governance Council (FNPGC) conference on Tuesday, August 7 to Wednesday, August 8, just prior to the CAPG conference that starts on Thursday, August 9 and ends on Saturday, August 11 at noon. Registration for both the CAPG & FNPGC conference is a deal at \$850 and I encourage you to check out both programs on the CAPG website at [www.capg.ca](http://www.capg.ca). Both Conference Committees have been hard at work to ensure the experience in Winnipeg is one that enlightens, entertains and gives you some useful tools to bring back to improve your own governance.*

*It is my honour to serve as the CAPG President and I thank all of the members for your interest and support in the work we undertake on your behalf. I also look forward to your feedback, ideas and suggestions on what we do. We are here to serve you, to listen to your voices and take those forward on a national stage.*

*The newsletter highlights our Lobby Days in Ottawa in April. It was extremely unfortunate that due to an ice storm of historic intensity, many of our directors were forced to remain at home despite repeated attempts to reach Ottawa. This was the case for me in Woodstock, Ontario, where we were particularly hard hit and I was disappointed but felt ably represented by those who showed up.*



**29TH ANNUAL  
CAPG CONFERENCE**

**POLICE  
GOVERNANCE  
REFORM:  
THE AGE OF  
ENLIGHTENMENT**

**AUGUST 7 – 11, 2018  
WINNIPEG, MANITOBA**

Innovations in Community Justice and Public Safety with Karyn McCluskey

Strategic Planning for Police Services with Tullio Caputo

Embedding an Ethical Framework into the Culture of Police Organizations Today and Into the Future with Chief Constable Neil Dubord, Delta Police Department

Politics and Police Governance with Dr. Alok Mukherjee, Tom Stamatakis, Hon. Stephen Goudge and Gary McNamara

Register at: <sup>113</sup>[capgconference.ca](http://capgconference.ca)

# CAPG'S 2018 LOBBY DAYS REPORT

On Monday, April 16 after the CAPG board of directors meeting held in Ottawa many of the directors and staff present were fortunate to attend a community consultation on street checks with Justice Michael Tulloch at the Bronson Centre. It was an excellent opportunity to hear from the community how the changes to policing made last year in the Province of Ontario have impacted them around street checks. The overarching message at most discussion tables was the need to educate youth and the public in general on what they need to know, what rights they have and when the police do have the authority to request identification. A follow up discussion led to what is done with the information gathered and whether there is evidence is that it is useful in investigating and solving crimes. Chief Charles Bordeleau was at the meeting with many of his board members including Chair, Eli El-Chanitry.

On Tuesday, April 17, 2018 members of the CAPG board of directors, committees and staff met in Ottawa to host the annual 'Advocacy Day' on Parliament Hill. There were 14 people in attendance and the plan for the day included meeting with stakeholders, academics, Members of Parliament and the Senate. The day concluded for many by attending the Canadian Police Association (CPA) parliamentary reception. Included in this report is a brief overview of some of the stakeholder meetings, a list of who we met with as well as the priority issues we discussed. Below is a very brief outline of the issues. A comprehensive package with background on each issue as well as the CAPG 2017 Resolutions was presented prior to the meetings so that a fulsome discussion could take place during the time allotted.

**Below is a list of who was in Ottawa to attend all or some of the meetings scheduled in Ottawa:**

**CAPG Directors & staff:** Sandy Smallwood, Micki Ruth, Brian Boudreau, Dan Bellegarde, Marcel Roy, Ron Skye, Wayne Talbot, Jennifer Malloy

**CAPG Committee Members:** Joel Murray, Mafalda Avellino, Andrea Blaustein

Ottawa Police Services Board: Eli El-Chanitry, Suzanne Valiquet

*\*Held away by the weather.*

*Mary Anne Silverthorn, President, Brian Boudreau, Secretary, Pat Cappello, Director, Darlene Brander, Director*

## CAPG LOBBY DAYS – THE ISSUES

### CHANGE OF POLICING MODEL

- Federal Government showed leadership around 'Economics of Policing & Community Safety'
- Federal Government organized and hosted two national conferences, one in 2013 and a second in 2015 which resulted in strong support for a change
- Federal Government is responsible for supporting & advancing the changes necessary across various agencies (health, social services, justice, policing, education)
- Crime prevention goes beyond policing and to be effective,

requires the involvement, co-ordination and co-operation of all these agencies

- Federal Government to continue to take a leadership role and include the CAPG in planning, strategy and research on changing the current model of policing

### NATIONAL GOVERNMENT TRAINING

- Funding to provide training to police governance boards
- CAPG has introduced webinars for our members
- CAPG holds an annual training conference

- Funding would allow CAPG to conduct research (governance, policy, etc) and training to assist boards in delivering their mandate
- Same level of professional training for all boards whether they are large or small services or First Nations Self-Administered

### CANNABIS LEGISLATION

- Funding for equipment and officer training related to impaired driving
- \$274 million should be portioned to municipal services for the equipment & training
- Federal funding for research & education with a focus on youth

### WHO WE MET WITH

1. Hon. Ralph Goodale, Minister of Public Safety & Emergency Preparedness
2. Assistant Deputy Minister Vincent Rigby, Public Safety
3. Mark Holland, Parliamentary Secretary to Minister of Public Safety
4. Canadian Association of Chiefs of Police (CACP) Bill Moore, Executive Director
5. Public Safety Canada, Rachel Huggins, Manager Policy & Development Serious & Organized Crime Strategies Division
6. Civilian Review & Complaints Commission for RCMP, Tim Cogan, Joanne Gibb & Mikaa Joncas -Bourget
7. John Kiedrowski Ottawa University Researcher, First Nations Policing Program
8. John McKay Chair Public Safety & Security Committee (SECU)
9. Pam Damoff, SECU
10. Michel Picard, SECU
11. Senator Gwen Boniface
12. Senator Mobina Jaffer
13. Senator Vern White
14. Senator Raynell Andreychuk
15. Danielle Lazore-Thompson, Parliamentary Affairs advisor to Senator Murray Sinclair
16. Rosemarie Falk

## CANADIAN ASSOCIATION OF CHIEFS OF POLICE – BILL MOORE, EXECUTIVE DIRECTOR

Bill provided background on the CACP beginning with the history and how the board evolved to its current provincial representation. Seventy-five percent of the membership of CACP is actively involved in Committees. The direction of the CACP is set by each President for their two -year term and the current focus is on cannabis legislation and how it will impact policing in Canada. In parallel to a resolution passed by CAPG in 2016 the CACP is also looking at standardized recruit training led by Steve Schnitzer from the Justice Institute of BC together with Mark Chatterbok from Saskatoon Police Service. This presents an opportunity to get the CAPG involved in the framework and would include engagement with Canadian Association of Police Educators (CAPE) and Canadian Police Knowledge Network (CPKN). There are currently 11 institutions in Canada where police officers are trained. In an effort to professionalize the profession, they are looking at how medicine and law are governed and also to the UK where the

College of Policing model has evolved. When asked what does the road forward look like, Bill answered that CACP needs to be more effective in sharing their programs and initiatives across membership and with other stakeholders.

The legalization of cannabis is going to require more Drug Recognition Experts (DREs) to be fully trained. Currently there are about 650 DREs in Canada but there is a need for a total of at least 2000. Another issue stemming from the new legalization is there is no THC limit for cannabis nor is there the science to link a level to impairment such as we have with .08 alcohol level of impairment as a per se limit in the Criminal Code. The RCMP received funding from Public Safety Canada and entered into partnership with CPKN to build provincial models of training and to offer the training for free. The Ontario Provincial Police (OPP) had a model of DRE training that is a made in Canada solution. At this moment there

is nothing approved as far standard testing and they are looking at roadside testing versus DRE to see what is more cost efficient and what is legally most effective. A further impact of the legalization of cannabis is from a human resource perspective and the problem of impairment on the job and detection in the workforce.

The CACP has national standing at the Murdered & Missing Indigenous Girls & Women (MMIWG) Inquiry and they will be represented at the Institutional Hearings. CACP is also active on unfounded sexual assault and Violence Against Women (VAW) and is working with Rebecca Kong & Mary Silverthorn with POLIS to review coding practices, standardization of training and re-training.

The opioid crisis is one that CACP is working with respect to officer safety and training. The CACP Committee is looking at total decriminalization and in the next Global Studies cohort they will research this globally from criminalized models to a health model. The current Global Studies program is looking at gender, diversity and inclusion and will report back next fall.

CACP hired a full-time communications person last fall who works

with all committees and the board to get the key messages out. Some of the other areas that CACP is currently working on are:

- Supervised consumption sites
- Cybercrime – going dark
- Mental health in policing – actively in the work of CIPSRT
- Rewriting national use of force continuum
- Public Safety broadband
- Lawful access
- Next generation 911 – this is a big undertaking and a huge security issue with a national CRTC roll out
- Body Worn Cameras – the CACP does not have a position on the use of BWC at this time
- Street checks – they are looking at the research
- Technology Ethics Board idea to review implications & policy issues on staff, victims, courts, etc
- Training on procedural justice should be done at the recruiting level
- RF Connect – sharing best practices and leading research across services

## PUBLIC SAFETY CANADA – RACHEL HUGGINS, MANAGER POLICY & DEVELOPMENT SERIOUS & ORGANIZED CRIME STRATEGIES DIVISION

### Overview of C-45

- Allow adult possession and use within specified limits:
  - minimum federal age of 18 years;
  - possession of up to 30 grams; and
  - smoking/vaping aligned with federal restrictions on tobacco
- Clear federal rules for industry:
  - prohibit products that appeal to children;
  - prohibit most forms of advertising and promotion;
  - product safety and quality standards;
  - regulation of product types;
  - inventory controls (“seed to sale” tracking); and
  - packaging and labelling requirements

- Approach to personal cultivation: four plants, per household

### Criminal Activities

- The legislation would include criminal prohibitions and penalties for specific activities involving cannabis. Prohibited activities include:
  - possession over a certain limit by an adult, young person or organization;
  - distribution over a certain limit by an adult, young person or organization;
  - possession for the purpose of distributing;
  - selling to an adult, young person or organization;
  - possession for the purpose of selling;
  - importing and exporting;
  - possession for the purpose of exporting;
  - production; and

possession of anything intending it to be used for the purpose of producing or distributing illicit cannabis

### Current status of Bill C-45

Amended in the House of Commons:

Removal of 100cm height restriction on home grown cannabis  
 Edibles and other cannabis concentrates would be available within a year after the Bill comes into force  
 A person would be exempted from criminal charges and other consequences for cannabis possession, if they call medical services or law enforcement for assistance with a life-threatening medical emergency

The Senate adopted a Government motion for the Bill to be referred to five Senate committees:

Social Affairs, Science and Technology (SOCI)  
 Legal and Constitutional Affairs (LCJC)  
 Aboriginal Peoples (APPA)  
 National Security and Defence (SECD)  
 Foreign Affairs and International Trade (AEFA)

### Timelines for C-45

- May 1, 2018 → Committees must report on their subject-matter studies
- June 7, 2018 → Following committee process, third reading vote to occur
- Bill C-45 would likely not receive Royal Assent until late June 2018
- Given that provinces and territories have advised that they require 8 to 12 weeks to prepare for implementation following Royal Assent of the Act, implementation would likely be later than July 2018

### Funding for C-45

Funding in the amount of \$274M was announced on September 8, 2017 to support law enforcement in the implementation of Bills C-45 and C-46. For C-45, \$113.5M will support the RCMP and CBSA to fight organized crime and keep Canadian borders secure, e.g.:

Intelligence, enforcement and training  
 Security screening  
 Systems modifications and data management  
 Traveler awareness and processing

Public Safety Canada and the RCMP have committed to undertake the development and delivery of information and training materials for all Canadian law enforcement

To provide law enforcement with the knowledge of both the new regime and criminal offences related to cannabis

Scope of information and training materials for cannabis will provide guidance on:

penalties regarding cannabis possession;  
 distribution;  
 sale;  
 import and export;  
 production; and  
 youth offences

### C-46 Status

C-46 is currently before the Senate

December 14, 2017 → Passed second reading and referred to Committee

January 31, 2018 → The Senate Standing Committee on Legal and Constitutional Affairs began its study on C-46

Federal government's intention to have elements of C-46 that address drug-impaired driving in force prior to coming into force of proposed Bill C-45

### C-46 Funding

\$161M is available to train, equip and build capacity for front-line officers to enforce drug-impaired driving laws and ensure public safety on Canadian roads

- Up to \$81M is available to support provinces and territories (PTs) directly, through enhanced training and training capacity for law enforcement to recognize the signs and symptoms of drug-impaired driving, access to screening devices, as well as data collection

Notional funding allocations were shared with PTs in February 2018 – funding will flow after April 1st, 2018

Funding currently available for:

Training additional officers in Standardized Field Sobriety Test (SFST) training  
 SFST refresher (Drugs That Impair) for previously trained officers

Additional Drug Recognition Experts (DRE)  
Capacity: Trainers and analysts  
Oral fluid screening devices (once approved and listed  
by the Attorney General of Canada)

**Forward Plan on Standardized Field Sobriety Test (SFST) Training**

**Goal:** Increase the number of SFST trained frontline officers in Canada to 33 percent by year three of the initiative

Training materials (available now):

Implement the new Introduction to Drug-Impaired  
Driving curriculum  
New online SFST and Introduction to Drug-Impaired  
Driving for already trained SFST officers  
Online basic education session about drug-impaired  
driving for non SFST trained members  
In person IACP certified SFST “refresher”

**Forward plan on Drug Recognition Experts (DRE) Training Goal:**

Increase the number of officers certified as a DRE across  
Canada  
Approximately 665 currently active across Canada  
Recertification every 2 years  
Federal commitment to increase to 750 over 5 years  
Request from PTs substantially higher than expected  
Revised federal goal to train 500 additional DREs  
Increase DRE classroom sessions (P/Ts)  
Increase the number of DRE Field Certification classes

Proposed Canadian sites for DRE Certification classes:

Vancouver  
Winnipeg  
Additional sites (Ontario TBD)

**Capacity** - Dedicated trainers and analysts to support enhanced training and data collection. The federal government will fund up to:

Small jurisdictions: salary dollars for up to 3 trainers and  
1 analyst over 5 years;  
Medium jurisdictions: salary dollars for up to 5 trainers  
and 2 analysts over 5 years; and  
Large jurisdictions: salary dollars for up to 7 trainers and  
2 analysts over 5 years

**Anticipated Timeline:**

- Screen and report on each device to the DDC (April – June 2018)
- Develop contribution agreement based on PT strategic plan (April/May 2018)
- Standardize data collection and reporting with PTs (April/May 2018 and ongoing)
- Devices recommended to the Attorney-General (June 2018)
- National and regional device train-the-trainer training (TBD 2018)
- Purchasing of devices by each jurisdiction (TBD)
- Rollout



# FOSTERING A CULTURE OF DIVERSITY

Canada is a diverse nation, with multi-culturalism being part of the fabric of our national identity. Canada is home to more than 200 ethnic and cultural groups and police services and boards need to ensure they reflect our diverse population. Though much progress has been made, Canada's police services and boards are predominantly occupied by white males. In this issue, we explore the issue of diversity, why it matters, and how police boards can ultimately best reflect the communities they serve.

# DIVERSITY THAT FITS THE COMMUNITIES WE SERVE

*An interview with Mary Jane Loustel, member of the Winnipeg Police Board*



## Tell us a little about your journey to your current role.

The journey to my role as a Winnipeg Police Board member has come as a result of my career and citizenship work. My heritage, my gender and my education in commerce, accountancy and Indigenous studies are influencing factors. I am a woman of Metis descent. The roots of my family line transcend centuries in time and weave Cree, Anishinaabe, English, and French cultures from my mother with dose of Acadian culture from my father.

Growing up in Manitoba, I certainly didn't understand, nor was I properly educated on my heritage as an Indigenous person. From what I was taught, Metis leader Louis Riel was executed on charges of high treason. In 1992, a resolution was passed citing Louis Riel as the founder of Manitoba. Well into my adulthood, I worked to get a

Master's degree in Native Studies, so that I could ensure understanding of Indigenous history and make meaningful contribution in my work and community contributions. This education in Indigenous history and experience has enriched my perspectives and has opened new pathways to me.

My focus on "healthy city" and "safe city" concepts led to my appointment as a member on the inaugural Winnipeg Police Board in 2014. I am the longest serving member of the WPB and the only member that continues on the Board since its inception.

## What are your thoughts on diversity on Police Boards? Why is it important?

If you're going to serve on an organization like a police board, overseeing a police service that is charged with the responsibility for what is a very critical underpinning of civility and ensuring a safe society, then I believe it's really important to pay attention to the specific environment in which you are governing. Although many of the points that I speak to when I address diversity could apply to any city, the exact makeup of diversity of that city needs to be taken into consideration in developing the balance and diversity that is required for that specific police board. A board's diversity needs to reflect the society it serves.

For example, in the case of the city of Winnipeg, the environment for policing in and of itself considers the demographic of the city not only in terms of male and female, but also the make up the city in terms of ethnic diversity. It also considers the statistics of policing itself and the justice system. Here in Winnipeg, we have a very high incarceration rate for Indigenous people, and this goes for both Indigenous women and men. History shows that Indigenous people tend to be heavily policed, they tend to live in circumstances of poverty, they tend to be most victimized; so that's an important underpinning when we think about why having strong Indigenous representation on the Winnipeg Police Board is important.

Considering diversity is not just about representation on the board, it's about a representation that ensures certain relevancy. The Truth and Reconciliation makes specific Calls to Action relating to the justice system. It is essential that systems of governance and policing take the Calls to Action into account. So, for example of a board of seven, having one person that has Indigenous heritage as well as an experience of Indigenous advocacy, can increase cultural sensitivity and competency in all decision-making on the board. Just having that one voice can bring influence and draw attention to cultural sensitivities that are important in



ensuring effective development of policy and strategy.

**In your experience, how have you seen diverse PBs have a positive impact on communities?**

In my experience, measuring impact of diversity is one of the hardest things to ascertain. Impact is often intangible, it takes considerable effort to effect and it is fragile to maintain.

Perhaps as an example of impact we can look at the Winnipeg Police Board practice

As an example of effectiveness of this voice of diversity, when Winnipeg Police Board conducted its inaugural consultations, the consultation included a specific consultation with the Indigenous community. Looking back, of some 6 consultations, the best attended was the Indigenous consultation where we saw over 200 participants. I think this demonstrates that including a respected Indigenous leader on the Board built trust in the community. Furthermore, this community consultation work, in combination with media pressures focused on missing and murdered Indigenous women and girls, and

We talked about the challenges of measuring impact and part of that has to do with the fact that you're only as good as your last experience. You're constantly going to be challenged with changes in the system. When I think about the challenges that still remain, I remind myself that we are a constantly developing and evolving society. With every decision we make, we have to consider whether we've brought balance and diversity to the question. We have to ask ourselves if we have considered perspectives of those impacted by the decisions we make. Have we considered things from their point of view?

*By trying to hear - truly hear - the diversity of opinions and take that into account I think only then will you have effective governance of a diverse community of interest.*

to hold public consultations on an annual basis.

I'm really happy that the inaugural board was set up with a high regard for balance and diversity. Out of the seven members, three were women and one of those women was a local Indigenous leader. Her voice was really critical to discussions, because she reminded us about the history of experience for Indigenous people in the city of Winnipeg, about the socio-economic gaps that exists between communities and about concerns with respect to safety for Indigenous people, especially Indigenous women. Her appointment to the Police Board sent a message to the members of the Indigenous community that they had a voice at the table.

stories about Winnipeg being a city racist to Indigenous, resulted in the Winnipeg Police Board passing a resolution in December of 2015, calling for a focus on stronger, more effective relations with the Indigenous community that address key issues of concern. The resulting Winnipeg Police Services strategic plan ensures Indigenous interests are included, advocating for increased Indigenous recruitment to the WPS and increased attention to relationship development with the Indigenous community.

**What challenges do you think still remain in increasing diversity and female representation on Boards? How do you think these challenges could be addressed?**

I think it is really important to recognize that as individuals we apply our own lens to the way we see and do things. I think it's easy for people to believe that they are being fair and equitable, making good decisions for others, when they're only viewing things through their own lens. By opening the mind to other views, by understanding that there are various ways of looking at things, by trying to hear - truly hear - the diversity of opinions and take those into account, I think only then will you have effective governance of a diverse community of interest.

# CREATING SPACE FOR DIVERSE VOICES

*An interview with Mo Salih, CCII, City Councillor, Chair, London Police Board*



## Tell us a little about your journey to your current role.

I'm Ward 3 City Councillor and I was elected back in 2014 and very early on I knew I had an interest in the Police Service Board. I knew that there were new conversations that were, in some senses, old conversations but that were coming into the forefront. Those were conversations where I brought a lived experience and a specific lens on issues that impact marginalized communities and communities that sometimes have experience with policing.

I was able to have a conversation with the Police Chief here and came together to launch what came to be known as the London Police Service Working Group which was a group of individuals from diverse backgrounds. We ensured that

the group had gender balance and that the Community was represented, from the black community, to the indigenous community and even youth.

For many years, our municipality only had five members on the police board. So at that time, I had raised the motion at Council to say let's expand the Police Service Board because we need to have more voices on there any more perspective. It took some time, of course, but it Council finally supported my request increasing the Board to seven members. Shortly thereafter I was able to put my name forward to be on the police board and after two years became a member. After a few months there was an opportunity to put my name forward for the position of Chair because I thought it was also important to bring my perspective and leadership forward to help lead a new chapter of policing locally.

## What are your thoughts on diversity on police boards? Why is it important?

Be blunt, I think police service boards across the country, from my research and for what I've witnessed, significantly lack representation of their communities they serve. It's very disheartening because if we truly want to have better representation, if

we truly want voices to be heard then they need to be at the table so they are able to help others understand some of the issues.

I pushed a motion that came from the grassroots for our City Council to call for the end to carding and our City Council was the only one in the country that did that. I was able to speak to my colleagues, I spoke about my personal experiences and was able to have a conversation and bring that awareness, as did members of the community. So that helped bring about that outcome and the changes that you are now aware of in Ontario around street checks. So having those experiences at the table can help lead to positive impact. When you have police service boards that don't reflect the community it doesn't really truly serve the community well and, in fact, it can make the job of policing harder, in my opinion.

## In your experience, how have you seen diverse police boards have a positive impact on the board as well as on communities?

Speaking for my personal experience, the first things that I noticed was that by having a presence there they gave people a sense that the issues that we were talking about in the community over many years would

maybe now be heard. They can feel more empowered and feel that they can speak up that they have had similar experiences. I think sometimes people have an easier time talking people who have had similar experiences as opposed to people who haven't had a shared experience.

One of the motions I raised at my first meeting was to say that the Police Board meetings would no longer be held at the police headquarters and would be held at

we moved the meetings, we had a number of communities attend who had never done so before and a number of people expressed to me that they felt welcome.

**What does an effective community outreach program look like?**

One of the initiatives that I brought forward to the Board was that at the end of every meeting a member of the public can

with communities. And this will also allow us to go and engage with communities in their spaces.

**What challenges do you think still remain in increasing diversity and representation on police boards? How do you think these challenges could be addressed?**

I think that there has to be more representation, and I mean across the

*People need to evolve and need to be prepared to listen and create those spaces for people. I hope to see more diversity on all our police boards.*

City Hall and into community spaces. There was some resistance at first but eventually there was support. But from the perspective of the communities that I was trying to advocate for, they for many years had felt like they could not go to the police board meetings. You hold a meeting to asking to hear from the public about what they think or don't like about policing but they have to come into very secure environment, they're going to have their items checked, there's a lack of live streaming, there's lack of space and it doesn't feel like a very welcoming place. So they are being asked to come and speak and criticize the police in their own home. So once we had the motion pass and

come up to one of our microphones and speak directly to the Police Service Board. Previously they had to make a delegation request, they had to submit documents beforehand, there was a very vetted process. It was very controlled and I said we have to make ourselves more acceptable. Sometimes you have to let people come and criticize you and that's okay because that's the role that we chose or volunteer to be a part of. You have to let people feel like it is a place to come and speak to us.

The other thing we are working on is having a Community Relations Standing Committee so that we can directly engage

country on all police boards. Sometimes it comes down to just making space, like in our case where we expanded the police board. Perhaps sometimes board members who have been in the position for a long time can help create space by encouraging new, diverse members to take their place. People need to evolve and need to be prepared to listen and create those spaces for people. I hope to see more diversity on all our police boards. It's not going to be overnight, but with leadership and taking a look at ourselves and asking "How can we do better? How can we be more reflective" we will get those voices around the table.

# FINDING THE BALANCE BETWEEN DIVERSITY AND MERIT

*An interview with Andrea Blaustein, Member, Provincial Appointee Ottawa Police Service Board*



## Tell us a little about your journey to your current role.

I was a single parent of three, raising my kids completely alone. We were living in Montreal and moved to Ottawa in 1997 and I began attending Algonquin College's Security Management program. I was the first person to get a contract with the Privy Council Office immediately after graduating the program. After that contract I moved to working as a Constable on Parliament Hill, I worked at Communications Security Establishment and various other security roles in government. I then returned to Montreal to help care for my elderly parents and working public security in a bedroom community within the city.

After two years, I returned to Ottawa and by then my children were grown up and out of the house and I took several contracts with the government. I spent some time as

Security Manager at the Ottawa Convention Center but I also returned to school at Carleton University and got my BA in Criminology and Law. I now work at Canada Border Services Agency as a Security Advisor in their National Physical Security program.

I started at the Ottawa Police Service Board in January and am thrilled to enjoy the opportunities that come with this position, including meeting the many outstanding officers who serve the community. In the past four months I've done seven ride-alongs, I've had opportunities to talk to many officers, I've been talking to BIAs, religious leaders in the community, and really getting to know the community that my children, grandchildren and I live in.

## What are your thoughts on women in policing? Why is it important?

Women in policing is hugely important and we play a vital role in modern policing. Without women, our police services would be as deficient as it would be without men. One of the overnights that I did was with a female Constable who is the youngest on the divisional Platoon and I spent from 7:45 p.m. to 6 a.m. with her. I also did a ride along with a female Inspector. What they have in common is that they want to be hired and promoted not because they are women

but because they are smart, effective and professional police officers. Whether dealing with female victims or perpetrators, there's a certain understanding or perception that females can connect in different ways and we have seen various types of successes with female officers, especially with victims because they represent a softer face perhaps.

Policing calls for balance, for strength and perspective and women in policing is not about the optics but about the realities of the profession in a post Robert Peel era. Police officers are required to enforce the law, they are required to be social workers, mental health experts, and they are expected to function with top efficiency in a societal environment that is political, constantly changing. Women and men together brings together the balance of the family.

Women on police boards is equally important for many of the same reasons. We bring balance, we bring perspective and I believe that the women who are in governance also need to be there for the right reasons with the right qualifications and not just because we are female. If we are there because we are women alone then perhaps it may be seen as invalidating what we can do and what we can accomplish. We need to see qualified women taking significant leading roles

in police governance, as role models and perhaps even to reboot the external and internal relationships with those we serve.

### How have diverse police services have a positive impact on the service and communities?

When you have a diverse police service and diverse governance bodies I think that the community feels that they have a voice, they can understand and relate to

### What challenges do you think still remain in increasing diversity and female representation in police services?

Diversity for diversity's sake is not the route Diversity for diversity's sake is not the route that most officers want to see the police services take. They welcome diversity but they want the right people to be there as true contributors and professionals. When a violent crime is in progress, nobody is

### Where do you hope to see diversity and representation go in the future?

There's a program that I'd love to see implemented, and I'll hint at it a little bit here. Police work with certain youth groups that they've developed and they put a lot of resources into these groups. The kids are smart, they're diverse, they're hard-working, and what I'd like to see is us using these graduates that we've already invested so

*Policing calls for balance, for strength and perspective and women in policing is not about the optics but about the realities of the profession in a post Robert Peel era.*

the voices and faces of authority. And then they're also more apt to act in a positive way in the greater communities that they live in. A lot of police officers are volunteers on sports leagues, in churches, synagogues, mosques; they are out there out of uniform contributing so much and I think that brings a very positive light when they put the uniform on.

With police specifically, I think that the community is more positive and more proactive. When you have a diverse, merit-based police board then you have a more positive relationship with police service because just as the community wants to see themselves reflected in the face of authority so the police services wants to see themselves reflected in the authority, which is the governance body. I think it's about creating relationships and when you have a positive relationship you're more likely to respond in a positive manner.

looking at gender or skin color. Criminals see the uniform, the public sees the uniform, and frankly police officers see brothers and sisters in the uniform. So when a crime is in progress, whether it's from the perpetrator's perspective or the victim's perspective, first it's the uniform but eventually they are going to look up and see the face. The politics of political correctness should be left behind. There are a lot of qualified people out there who deserve promotions, who deserve opportunities but we're so busy trying to fill the numbers and focusing on the optics of what the numbers look like that we're leaving behind the human factor. It's become about process as opposed to people and we need to focus back on people and not the process. At the same time, we need to remain open about what qualities certain people bring to the table and ensure that we have all views covered.

much in. Instead of saying "okay, you're 18 now and good luck" we should keep them embraced within the police community and have them share their knowledge, their skills with us. They may not all be looking at becoming police officers but what's to say that they can't look at becoming part of the civilian component of the police service?

I believe that when we have the right mix of people, diversity as a word will disappear because it won't be needed anymore. So that's what I'd really like to see. I'd like to see us work hard to build relationships, to communicate, to share, to reach out to all groups and make sure that we bring the best in from everywhere. And when the best is there, then I think the overt focus on the word diversity will disappear because it will just be that we have the best people and our police services and governance boards will be truly reflective of our communities.

*The opinions expressed in this piece do not necessarily reflect those of the Ottawa Police Services Board*





## EXCESSIVE FORCE: TORONTO'S FIGHT TO REFORM CITY POLICING

ALOK MUKHERJEE, WITH TIM HARPER

*Alok Mukherjee was the chair of the Toronto Police Services Board from 2005 and 2015, as well as playing a leadership role provincially and nationally as head of the provincial and national associations of police boards. Mukherjee brings a wealth of experience to the numerous issues surrounding policing that are of great public interest. Excessive Force and Alok Mukherjee can address many of pressing policing concerns facing Canadians:*

### Police shootings and the use of lethal force.

Police shootings have reached epidemic proportions in the U.S, but Canada is hardly immune. Our police are trained to shoot

and kill, but why are they not trained to use words instead of weapons? Too often, our police make a volatile situation more dangerous when the moment calls for de-escalation and a calm demeanor.

### Police handling of people in mental health crisis.

We are witnessing the state-sanctioned culling of The Other. A person suffering from mental illness is society's "other"—not

normal—and history is full of examples where those in power have responded to the other with similar acts of control. People called “mad” were incarcerated; people considered unfit to bear children were forcibly sterilized; people considered “retarded” were lobotomized. But the big question - why is mental health a police responsibility?

### Relationships with racialized and Indigenous communities.

The macabre roll call of those who have died in confrontations with police are

disproportionately Black, brown or Indigenous. Blacks have been targeted by the police practice known as carding, racial profiling has been statistically proven and the Ontario Human Rights Commission is probing rampant racial discrimination within the Toronto police force.

### Lack of confidence and trust from all members of the public, whom police are sworn to protect..

Successful policing depends on the trust of those police serve, and dates back to the days of Sir Robert Peel, considered to

be the founder of modern policing. Today, our policing model is outdated. Trained in the use of force, police are handed responsibility in social, non-criminal, areas. The fit is not right. We are past the temporary effects of Band-Aid tweaks. We need deeper transformational change.

## A CONVERSATION WITH ALOK MUKHERJEE AND TIM HARPER ABOUT THEIR BOOK, EXCESSIVE FORCE: TORONTO’S FIGHT TO REFORM CITY POLICING

*The cover page of your book says that it was written by Alok with Tim, and the book itself is in the first person, in Alok’s voice. What was the nature of your collaboration? And how did you decide to do this book together, in the first place - did you know each other?*

**Alok & Tim:** Believe it or not, we had never met, although we were both familiar with each other’s work. Tim came from the political world and as a white man had never had any unpleasant encounters with police. We were brought together by a mutual friend. Initially Tim began conducting what were essentially long interview sessions. Tim made transcripts, we discussed those transcripts and essentially split up the chapters with Tim also using his editing skills on a first draft to keep the book at a manageable size. Somehow, working together for 18 months or so, we never once had any kind of spat. Tim is pretty sure it’s

the longest he’s ever gone in a relationship without an argument.

*The title, Excessive Force, is very intriguing. Are you saying that Toronto’s police are way more violent than police elsewhere – even America?*

**Alok:** No, what I am saying is excessive force is not limited to the barrel of a gun. This force can come from the power to harass Blacks and Indigenous citizens, the use of the “psychological detention” that is part of carding, the blue culture which means everyone looks after everyone else, avoiding proper scrutiny and accountability, and from a culture of using intimidation and bullying to have one’s way or to resist change. Those are all forms of excessive force exercised by powerful unions and chiefs to undermine police boards and lobby for their own interests.

*In one place in the book, when talking about the relationship of politicians with police chiefs and police unions, you use the word “collusion.” Are you suggesting a conspiracy?*

**Alok and Tim:** I am talking about a history of law, policy and rule-making around policing by politicians based on an obsessive insistence on balancing police interest with public interest. They are not identical, and the record is that the police interest traditionally prevails, even when politicians talk tough. So, I say that the public is forced to live, repeatedly, with half measures, and this looks like collusion at worst. I certainly do not mean collusion in the corrupt sense that characterizes the nexus between politicians and police in some other countries. I am referring to the impact and how it looks, and not intent.

*In the chapter on how police deal with people suffering from/experiencing mental health issues, you say that the death of some of these people in police shootings is “state-sanctioned culling of the other.” That is strong language. Are you suggesting that our governments have given permission to cops to kill people deliberately?*

**Alok:** We have a policing model in which officers, trained in the use of force, are dealing with those who are in mental health crisis. There is not proper training in de-

incarcerated; people considered unfit to bear children were forcibly sterilized; people considered “retarded” were lobotomized. Now people in crisis are killed, and there are few repercussions for the officer. This is the new frontier in the treatment of The Other, and it is a direct consequence of decisions made by governments.

*The book has a lot to say about how police deal with Black, Indigenous and other racialized people, especially young people. Are our police racist?*

years old – was a boy in an adult’s body. That is one side – the conscious or unconscious individual biases.

But there is the other side also, the systemic one, where strategies are implemented by senior management that have a negative impact on Black, Indigenous, other racialized or homeless people. For example, over-policing of poor neighbourhoods where the population is largely drawn from these groups, or removal and icketing of homeless people by the thousands in response to

*We are hopeful that an overhaul of the oversight system recommended by Justice Michael Tulloch will bring real change and the response by the Ontario government is so far quite positive.*

escalating a situation and too often officers bark out orders that the person in crisis cannot process. This is part of their basic training, which focuses on gaining control through commands and directions. On the other hands, we have governments that, until very recently, did not provide a proper level of mental health care. You have officers dealing with clearly disturbed persons, but the officer has no training to deal with those who are not behaving normally and, like many others in society, has uninformed ideas about such individuals – so they are The Other. Too many of them perish at the hands of police because they are seen as threats to the police officers’ safety.

History is full of examples where those in power have responded with similar acts of control. People called “mad” were

**Alok:** It would be wrong to call our police racist. Like in any organization, some are. But many carry with them the same implicit or unconscious bias that is prevalent among many North Americans. The difference is they carry guns and deal with racialized people in mental distress. At the Andrew Loku inquest, we learned of a study that showed Blacks are stereotyped as bigger, stronger and more threatening than whites even though the facial photos used in the study were a Black and a white of identical height and weight. We saw this at play in the police shooting in Cleveland of Black 12-year-old Tamir Rice. He was playing with a toy gun on a playground and police shot and killed him two seconds after they got out of their car. The police union later defended the officers by saying this 12-year-old – 12

demands by merchants, even when no criminal act is happening.

*There is so much public demand for strong police oversight, but you say that the systems of oversight, like the Special Investigations Unit and the Independent Police Review Director, are symbolic rather than substantive. Even the chapter is titled “Illusion of Public Accountability.” Is someone doing a snow job on the public? Who?*

**Alok:** Police oversight in Ontario usually means police brass saying to the rank-and-file, “don’t worry, we’ve got your back.” Police lawyers would often arrive on a scene well before anything is reported to the Special Investigations Unit. Too often, public complaints to the Office of the Independent



Police Review Director merely result in a blue-on-blue investigation, which is cops investigating themselves and dismissing the complaints. The secrecy surrounding the shooting death of Andrew Loku finally led to a demand for accountability that could not be denied. We are hopeful that an overhaul of the oversight system recommended by Justice Michael Tulloch will bring real change and the response by the Ontario government is so far quite positive. That remains to be seen. Until then, the impression is that these systems are more symbolic, to reassure the public, than substantive.

***Several times in the book you talk about the effect on policing of neo-liberalism and the post-9/11 concern with national security. What exactly do you mean?***

**Alok & Tim:** Local police may be best suited to deal with security threats on the street, but that is not compatible with the concept of community policing. It turns communities at risk to communities of risk. National security should be a federal issue, but it is more and more off-loaded on local police. The neoliberal move toward austerity and the lack of government spending on social issues mean more and more people with mental health issues, for example, are on our streets. When they are in crisis, they often

come face-to-face with our police and that can lead to volatility and even death, because police are not properly trained in dealing with those in mental crisis. A preoccupation with national security and neo-liberal economic policies have made society less secure, land less just for too many, and the consequent over-reliance on police has undermined the prospect of a true community-based approach to community safety.

***You lived through and worked with three Toronto mayors – David Miller, Rob Ford and John Tory. And yet you seem to reserve your harshest comments for Tory. Why? Are you saying he is worse than Ford? Really?***

**Alok:** I actually agreed with Rob Ford on one thing and one thing only. We shared the view that the bloated police budget had to be cut. But clearly the tumult of his time in office, the drug use, the lies, the lewd comments, hurt Toronto's reputation and made everyone's job tougher. John Tory entered office during a time of acrimony between the police service and the board and sided with the police at every turn. He had, after all, once wrongly accepted the endorsement of the police union in an earlier run for mayor. Tory also orchestrated the choice of Mark Saunders as chief over Peter Sloly, who I felt was undeniably more qualified. Tory wanted

Saunders because he was seen as more malleable. Tory has played a strong, hands-on role on the police board, and it has had bad results.

***Did you write this book to settle scores?***

**Alok:** Tim asked me that very question at our initial meeting. The answer is a resounding 'No.' What I sought to do was tell some truths, because my relations with Police Chief Bill Blair, Police Association leader Bill McCormack or Mayor John Tory were not always amicable. These are my perspectives in this book – they may have different perspectives – but I harbour no bitterness about my decade at the helm of the board. Conflict, at times, is just the nature of the job.

***What makes this book about policing different or unique?***

**Alok & Tim:** There have been many books written from within the blue culture. This is the first book written by the overseer of police, a civilian and not a career politician who saw things from the ground up. If the book amounts to an indictment of police culture and its political enablers, it is because of the community-based perspective from which I saw policing.

## Read More

***Vancouver Sun Book review:***

*Veteran civilian watchdog reports on the fight for non lethal policing*

***CBC The Current:***

*Officers must have options other than to kill, says former head of police board*

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## UPCOMING SESSIONS

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Planning and budget development for police services

### **July 2018**

Lost in Transition: VPD interactions with vulnerable populations –  
10 years later what has changed?

### **August 2018**

Recruiting, Retaining and Promoting Tomorrows Leaders

[www.capg.ca/webinars/](http://www.capg.ca/webinars/)



4TH ANNUAL

# FIRST NATIONS POLICE GOVERNANCE COUNCIL CONFERENCE

AUGUST 7 - 8, 2018  
WINNIPEG, MANITOBA

Chairperson Fred Fox, Judicial Committee & MHA Nation Councilman  
and Representative Three Affiliated Tribes Business Council

Julian Falconer, NAPS Counsel, Barrister/Senior Partner, Falconer  
Charney LLP, Toronto, ON

Nicholas Jones, PhD, Associate Professor and Chair Department of  
Justice Studies, University of Regina

Register at: [capgconference.ca](http://capgconference.ca)

# UPCOMING EVENTS

## ONTARIO ASSOCIATION OF CHIEFS OF POLICE

June 10 - 13, 2018

Deerhurst Resort, Huntsville, ON

[Event Details](#)

## AMO Annual Conference

August 19 - 22, 2018

Shaw Convention Centre, Ottawa

[Event Details](#)

## 113th Canadian Association of Chiefs of Police Annual Conference

August 12 - 15, 2018

Halifax, Nova Scotia

[Event Details](#)

## CPA Biennial Convention

August 28-30, 2018

Vancouver, BC

[Event Details](#)

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CACP Counter-Terrorism and National Security Forum 2016



## Interested in Contributing?

Want to contribute to our newsletter? Have a great article idea you've always wanted to publish? Want to make your voice heard?

The CAPG is always looking for original contributions from the policing and police governance sector. If you want to write on a topic related to the sector, or have a great idea for an article, send us an email at:

[communications@capg.ca](mailto:communications@capg.ca).

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

**BY LAW NO. 06-18**

**A By Law to Confirm  
the Proceedings of the Board at its Meeting  
held on June 27, 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 27th day of June, 2018**

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

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