

Clause 12 in Report No. 11 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on June 28, 2018.

12

Court Services Annual Report 2017

Committee of the Whole recommends adoption of the following recommendation contained in the report dated May 10, 2018 from the Regional Solicitor:

1. The Regional Clerk circulate this report to the local municipalities.
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Report dated May 10, 2018 from the Regional Solicitor now follows:

1. Recommendations

It is recommended that:

1. The Regional Clerk circulate this report to the local municipalities.

2. Purpose

This report provides Council with an overview of the Court Services 2017 Annual Report (Attachment 1) submitted to the Attorney General. It provides a summary of Court Services 2017 workload activity, key accomplishments, and planned initiatives for 2018. The Annual Report is required under the Memorandum of Understanding with the Province of Ontario.

3. Background

Court Services administers the *Provincial Offences Act* program under strict legislative and legal constraints

Responsibility for the administration and prosecution of certain charges under the *Provincial Offences Act* (POA) was transferred to the Region on July 12, 1999. The Ministry of the Attorney General retains overall responsibility for the integrity

of the justice program. The program is subject to strict constraints through legislation, regulations, case law, and Ministry directives.

York Region operates the second largest *Provincial Offences Act* court program in Ontario based on the number of charges filed. It is our mission to provide timely, quality, and cost-effective access to Justice.

Court Services provides two distinct functions of Court Operations and Prosecution

Court Operations is responsible for the administration and court support services at two court locations and is responsible for the administration of all *Provincial Offences Act* charges issued in York Region. Court Operations provide a variety of legislated services to the general public while maintaining York Region's customer service standards.

Prosecutions is responsible for providing a wide range of legal services including the prosecution of cases before the Ontario Court of Justice, and appeals and judicial reviews in the Ontario Superior Court, the Ontario Court of Appeal, and the Supreme Court of Canada.

The majority of charges filed in the Region's POA courts are traffic offences filed under Part I of the *Provincial Offences Act*

The majority of charges filed in the Region's courts are offences under Part I of the *Provincial Offences Act*. Part I charges include many of the offences under the *Highway Traffic Act* and carry a maximum penalty up to \$1,000. A ticket is issued to the defendant and the defendant has the option to pay the ticket, plead guilty before a Justice of the Peace, or request a trial. Parking offences are filed under Part II of the *Act*. Part III charges include more serious offences (such as driving without insurance and stunt driving). The defendant receives a summons and is required to appear in court. Maximum penalties under Part III are more severe and may include incarceration up to two years.

In accordance with in the Inter-Municipal Agreement, all municipal parking, bylaw, building and fire code matters are administered and prosecuted by York Region at the Region's cost; however, all revenue collected from municipal matters is disbursed to the appropriate municipality.

Early Resolution was suspended effective January 1, 2017 due to a shortage of Justices of the Peace

POA Courts have the option to offer an Early Resolution program in which defendants who opt to dispute their charges can request a meeting with a

prosecutor to resolve the charges prior to a trial. A shortage of Justices of the Peace province-wide has resulted in the Regional Senior Justice of the Peace closing the intake court periodically throughout 2016 and 2017. Due to the shortage, the Regional Senior Justice of the Peace directed all matters previously heard in the intake court to be scheduled in the courtroom. Court Services does not have the capacity within the court schedule to accommodate 30,000 early resolution matters. Therefore, effective January 1, 2017, the Early Resolution program was suspended and this option is no longer available to court users. Court Services is monitoring court capacity and the impact of the suspension on service delivery to determine whether or not Early Resolution should be reinstated in the future.

#### 4. Analysis and Implications

External factors continue to create pressure on resources, court capacity, and budget

2017 Key Workload Drivers and Activity Statistics:

- 7,644 charges were filed per court administration clerk (160,515 total), which is 39 per cent higher than the provincial standard
- 3,760 disclosure requests were processed per prosecution clerk (33,842 total), representing a 8.5 per cent increase from 2016
- 51 per cent of all Part I charges are disputed, resulting in a seven per cent decrease from 2016, but is 13 per cent higher than the provincial average
- Over 169,000 customers are served through in-person and telephone service, representing less than one per cent increase from 2016
- Over 103,000 matters were dealt with by way of trial, which is less than 1 per cent decrease from 2016

The dispute rate decreased in 2017 but time to trial increased by thirty six percent

The dispute rate decreased seven per cent in 2017 compared to the previous year, largely as a result of the suspension of the Early Resolution program. The only options currently available to defendants in our courts are to pay or request a trial. The decrease is the largest decrease since the program was first introduced in 2012, but is still higher than the Provincial average of thirty eight per cent. A consistently high dispute rate puts additional pressure on court time, resources, and operating costs.

The average days to trial has increased thirty six per cent from 2016. While the suspension of Early Resolution has had a modest positive impact on the dispute rate, the lack of options for disputing charges has resulted in a sixty five per cent increase in trial requests and increased pressure on trial dockets. Despite this increase, staff were able to maintain workload within existing resources and meet legislative timeframes through efficiencies.

Court Services implemented a number of initiatives in 2017 in response to workload pressures

Court services continued to identify innovative ways to respond to the increased workload while maintaining operational standards. Initiatives focused on continuous improvement through leveraging technology and partnering with stakeholders to improve service delivery.

2017 Key Initiatives:

- Improved information to the public by making the website more user friendly, streamlining the automated telephone service to improve the call flow, and providing training to staff
- Expanded the Part I Summons program to all York Regional Police and Ontario Provincial Police motor vehicle collision charges, resulting in fewer trials and reduction in officers and witnesses required to attend court
- Established a working group with key stakeholders to review opportunities to expand the use of Administrative Monetary Penalties
- Advocated for the timely POA streamlining and modernization initiatives with the support of the Municipal Court Managers Association, Regional Single Tier CAO's and LUMCO/MARCO.
- Developed a working group in partnership with York Regional Police to explore the use of video testimony for Part I trials
- Implemented the electronic transfer of disclosure to improve the efficiency in providing disclosure, in collaboration with York Regional Police
- Organized and hosted the first ever French Language Institute for Professional Development for the municipal courts

Electronic transfer of records from York Regional Police allows Court Services to handle the increasing number of disclosure requests more efficiently

Defendants have a Constitutional right to receive disclosure in connection with their charges, if requested. This includes the officer's notes and dash board camera video. The number of disclosure requests increased from 31,167 in 2016 to 33,842 in 2017. The reasons for the increase can be attributed to the substantial increase in trial requests.

In 2017, Court Services collaborated with York Regional Police to implement electronic transfer of disclosure from the police to the court. With implementation of electronic disclosure, the time required to process disclosure requests has been reduced significantly along with the use of paper and other resources required to transfer paper records. It will also allow for more timely disclosure to the defendants.

Court Services has developed a multi-year business plan to drive operational efficiency in the area of court operations, prosecutions, and collections

In 2018, Court Services will continue to identify areas for process improvement to create efficiencies and maintain performance measures. Staff will focus on developing key performance measurements and improving reporting capabilities will support the goal of a long-term, cost-effective and sustainable justice program. Court staff will continue to monitor legislative changes and emerging trends for operational efficiencies.

2018 Goals:

- Leverage technology to improve efficiencies and enhance customer service
- Implement Video Testimony with York Regional Police in Provincial Offences court proceedings
- Expand use of civil enforcement for default fines
- Respond to legislative amendments relevant to Regional strategies and operations including Provincial Offences Act Modernization and *Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017*
- Finalize recommendations to expand the use of Administrative Monetary Penalties in York Region
- Prepare transition plan for the move to the Annex in 2020

## 5. Financial Considerations

There are no financial implications directly associated with this report. The performance measures set out in the 2017 Annual Report are reflected in the 2018 operating budget.

## 6. Local Municipal Impact

There is no local municipal impact directly associated with this report. The Region's POA courts provide court administration and prosecution related to municipal by-law and parking matters for all nine local municipalities.

## 7. Conclusion

This report provides an overview of the activities and services provided by the Legal & Court Services Department, Court Services Branch, as outlined in the 2017 Annual Report. The Branch continues to balance its responsibilities and obligations to provide an efficient and effective service to the residents of York Region, the local municipalities, the province of Ontario, the judiciary, and over 30 law enforcement and regulatory agencies operating within the Region.

Court Services continues to identify innovative ways to respond to workload pressures however legislative constraints continue to be a challenge for Provincial Offences Act programs. York Region will continue to advocate for meaningful legislative changes that will create flexibility in service delivery, providing municipalities the ability to deliver POA services in response to specific pressures experienced within individual jurisdictions.

For more information on this report, please contact Lisa Brooks, Director of Court Operations at ext. 73209.

The Senior Management Group has reviewed this report.

May 10, 2018

Attachments (1)

#8547069

Accessible formats or communication supports are available upon request



# *Annual Report*

For the Year Ended December 31, 2017

Legal & Court Services  
Court Services Branch

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## Court Services Mandate

Court Services provides two distinct functions: Court Operations and Prosecution. York Region operates the second largest *Provincial Offences Act* court program in Ontario.

### Provides Services to:

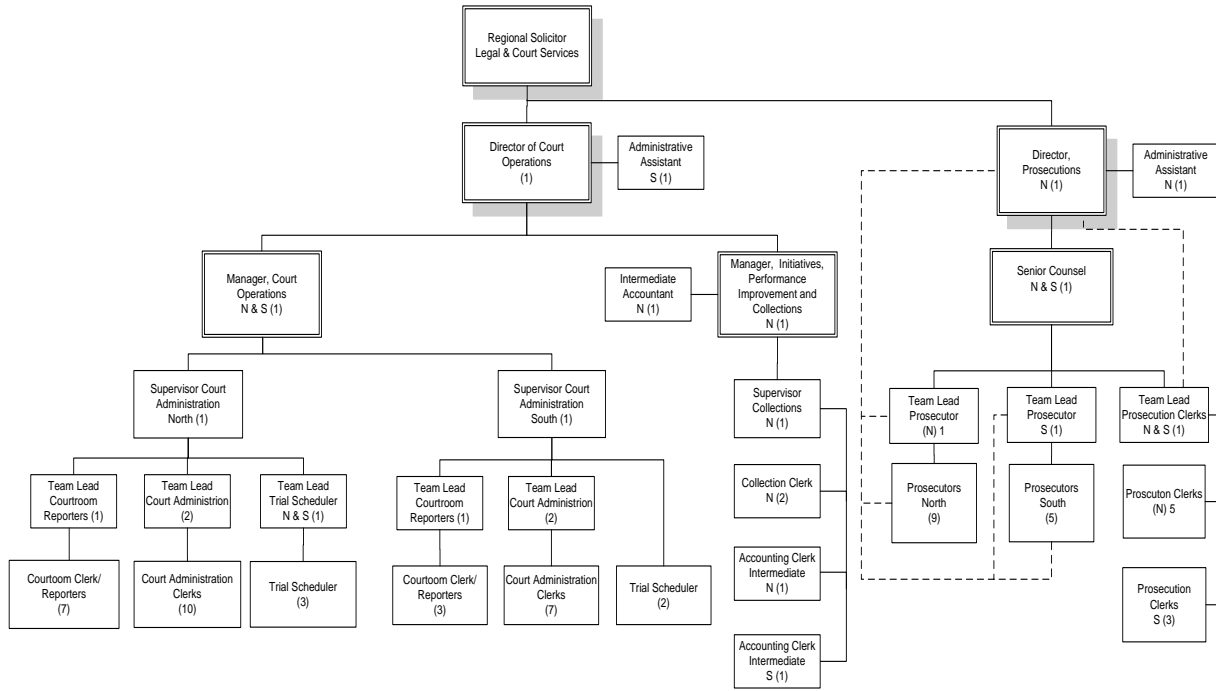
- Members of the Public
- York Region Local Municipalities
- Over 30 Law Enforcement and Regulatory Agencies
- Ministry of the Attorney General
- Judiciary

### Operates:

- 2 Court Locations  
Newmarket and Richmond Hill
- 6 Trial Courtrooms  
(4 in Newmarket, 2 in Richmond Hill)
- 2 Intake Courtrooms  
(1 in Newmarket, 1 in Richmond Hill)

**Court Services Mission: To provide timely, quality and cost-effective access to justice.**

# Organization Chart at December 2017



(79 FTEs)

## **Message from the Director of Court Operations**

### **Lisa Brooks**

Court Services is committed to business and service excellence in the administration of justice. In 2017, Court Operations focused on implementing technology to create operational efficiency, and improving customer service delivery and the collection of defaulted fines. Court Operations continues to identify opportunities to partner with stakeholders to improve access to justice. In 2018, our focus will be expanding the use of technology by exploring opportunities for remote video testimony by officers, an initiative focused on creating a cost-effective and sustainable program. We will also start preparing for the implementation of changes as a result of *Provincial Offences Act* streamlining and modernization efforts.

## **Message from the Director of Prosecutions**

### **Hans Saamen**

Prosecutions are responsible for a wide range of legal services including the prosecution of charges before the Ontario Court of Justice and appeals and judicial reviews in the Ontario Court of Justice, the Ontario Superior Court and the Ontario Court of Appeal. In 2017, we focused on improving efficiencies in the use of electronic disclosure to receive and manage disclosure of York Regional Police charges, and the expansion of the Part I summons program for all York Regional Police and Ontario Provincial Police charges involving motor vehicle collisions to effectively and significantly reduce the number of cases requiring witnesses and officers attending court. As we move into 2018, we will be exploring opportunities to provide defendants access to disclosure through web based solutions. We will also focus on adapting to challenges arising from POA streamlining and modernization, as well as legislative reforms involving cannabis and automated speed enforcement.

## **2017 Key Initiatives and Achievements**

### **Customer Service**

Court Services improved information to the public by making the website more user friendly, streamlining the automated telephone service to improve the call flow, and providing training to staff to increase the skills, knowledge and techniques to consistently deliver exceptional customer service to the public.

### **Effective Scheduling**

In collaboration with stakeholders the Part I Summons program was expanded to all York Regional Police and Ontario Provincial Police motor vehicle collision charges, resulting in resolution of approximately 90% of charges without the need for a trial and reducing the number of officers and witnesses required to attend court.

### **Stakeholder Meetings**

York Region established a working group with key stakeholders to review opportunities to expand the use of Administrative Monetary Penalties.

York Region advocated for the timely POA streamlining and modernization initiatives with the support of the Municipal Court Managers Association, Regional Single Tier CAO's and LUMCO/MARCO.

York Region Court Services hosted a stakeholder meeting on June 6, 2017. The following updates were provided: Red light camera, Part I Summons Project, Best Practice Committee, Legislative updates, Operations and Collection updates and 2017 initiatives and next steps.

### **Technology Improvements**

Court Services developed a working group to explore the use of video testimony, in partnership with York Regional Police for Part I trials.

In collaboration with York Regional Police, Court Services implemented the electronic transfer of disclosure to improve the efficiency in providing disclosure.

The electronic ticket upload was expanded to include red light camera offences which have led to cost savings.

## **Collection Strategy**

Court Services implemented a revised collections strategy by expanding the use of civil enforcement, property tax rolling and improved use of collection agencies which contributed to 11 per cent increase in default fine revenue.

Court Services finalized additional agreements with local municipalities for the collection of provincial offences fines through property tax roll.

York Region is exploring opportunities to expand property tax rolling by partnering with the City of Toronto in the collection of default fines through property tax roll.

## **Municipal French Language Institute for Professional Development**

York Region organized and hosted the first ever French Language Institute for Professional Development for the municipal courts. The two-day session was offered to municipal court and prosecution staff to improve their ability to perform their duties in French, learn how to better serve their clients in French, and learn about available French tools and resources.

## **Accomplishments**

Lisa Brooks, Director of Court Operations, received a Peer Recognition Award for Innovation from the Municipal Court Management Association (MCMA) for her ability to be creative and forward thinking, promote new ideas and introduce unique solutions.

Lisa Brooks chaired the MCMA Statistics Committee to develop meaningful measures to assist with and enhance the delivery and management of Provincial Offences services. Sandra Garand, the Supervisor of Court Administration, chaired the MCMA Forms Committee to make recommendations on form development and act as liaison between its members and the Ministry of Attorney General.

Hans Saamen, Director of Prosecutions, presented at the Prosecutors Association of Ontario (PAO) conference and the Osgoode Hall Law School Certificate Program for Paralegals on issues involving evidence. Hans was also involved with the Ontario Traffic Council (OTC) working group on issues involving the implementation of Automated Speed Enforcement. Hans and Chris Bendick, Senior Counsel are involved in the inter-municipal and the Association of Municipalities of Ontario (AMO) Cannabis Working Groups on issues involving the implementation of provincial regulation for the use of recreational cannabis.

## **Notable Precedent Setting Cases**

Prosecutions successfully argued a number of precedent setting cases:

R v. Tsui - the Ontario Court of Appeal upheld the constitutional validity of provisions of the City of Vaughan's licensing by-law that relate to hours of operation and clothing requirements for attendants. Leave to appeal to the Supreme Court of Canada was denied.

R v. Wei - the Ontario Court of Justice approved a court procedure submitted by the Regional prosecutor to deal with charges where agents leave court after a defence adjournment request is denied.

R v. McGuigan - the Ontario Superior Court held that the testing procedure for radar devices is not part of the prosecution's first party disclosure obligation. A request must be made to the third party (police agency) that used the device.

## Key Workload Drivers

### Total Charges Filed (by Agency) in 2017

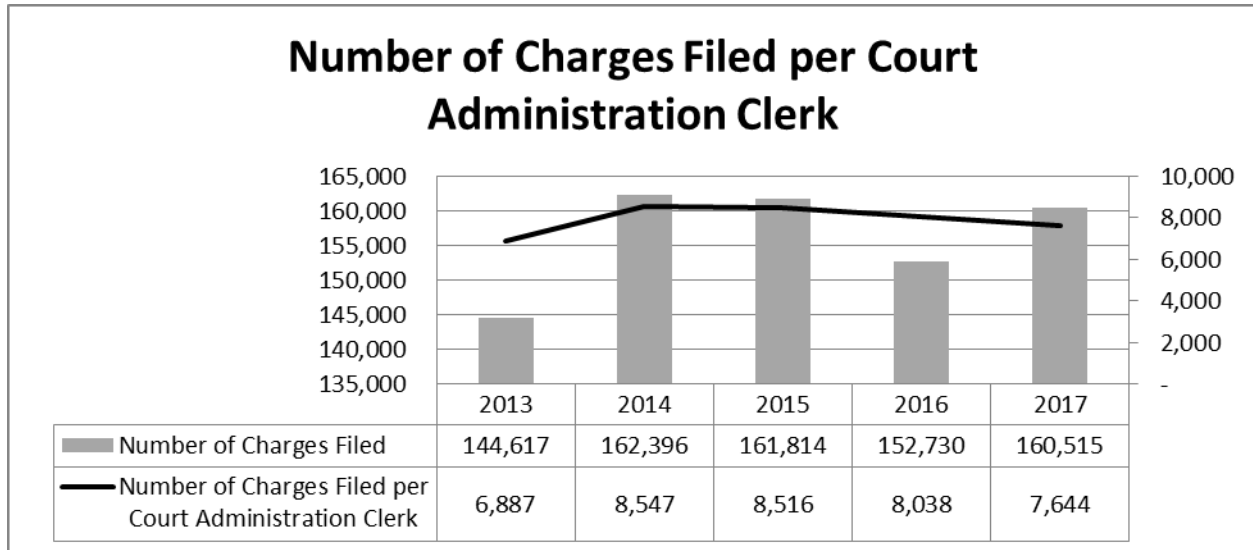
	Number of Charges	Percentage of Caseload
York Region Police	123,805	77.13%
Ministries and Other Agencies	14,041	8.75%
Ontario Provincial Police	11,749	7.32%
York Region	6,678	4.16%
Town of Whitchurch-Stouffville*	1,199	0.75%
Town of Aurora*	875	0.55%
City of Vaughan	872	0.54%
City of Markham	429	0.27%
Town of East Gwillimbury*	277	0.17%
Town of Richmond Hill	210	0.13%
Township of King*	243	0.15%
Town of Georgina	92	0.06%
Town of Newmarket	45	0.03%
<b>Total Charges Filed</b>	<b>160,515</b>	<b>100.00%</b>

\*These municipalities have not yet “opted in” under section 18.6(1)(a) of the *Provincial Offences Act*. This means that their Parking Tickets are still being processed through the ICON computer system and are automatically included in the total number of charges filed. For other municipalities (those that have “opted in”), parking charges are not included in the statistics above.

In 2017, the total charges filed in York Region remained stable with a five per cent increase.

Act Type	Number of Charges Filed
Certificate of Offence – Accidents (i.e. Motor Vehicle)	4,204
Federal Certificate of Offence	353
Federal Information	5
Certificate of Offence	141,443
Parking Infraction Notice	3,012
Information	11,498
<b>Grand Total</b>	<b>160,515</b>

The Provincial standard for number of charges filed per court administration clerk is in the range of 5,000 - 6,000. In 2017, the number of charges filed per court administration clerk was 7,644, a 4.9 per cent decrease from 2016, a result of additional staff. Court Services continues to look for innovative ways to manage workload while providing high quality of work and customer service.



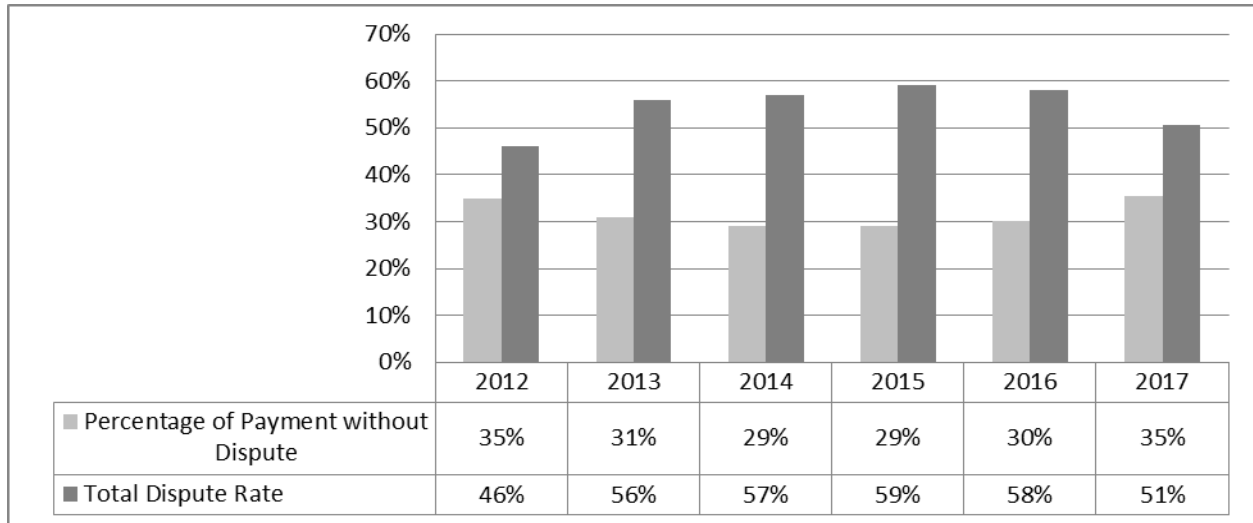
York Region continues to provide almost 170,000 in-person and telephone services to all court users at both court locations.

	Front Counter	Telephone	Total Customers Served
Newmarket Court Location	47,937	38,204	86,141
Richmond Hill Court Location	54,363	29,183	83,546
<b>Total</b>	<b>102,300</b>	<b>67,387</b>	<b>169,687</b>



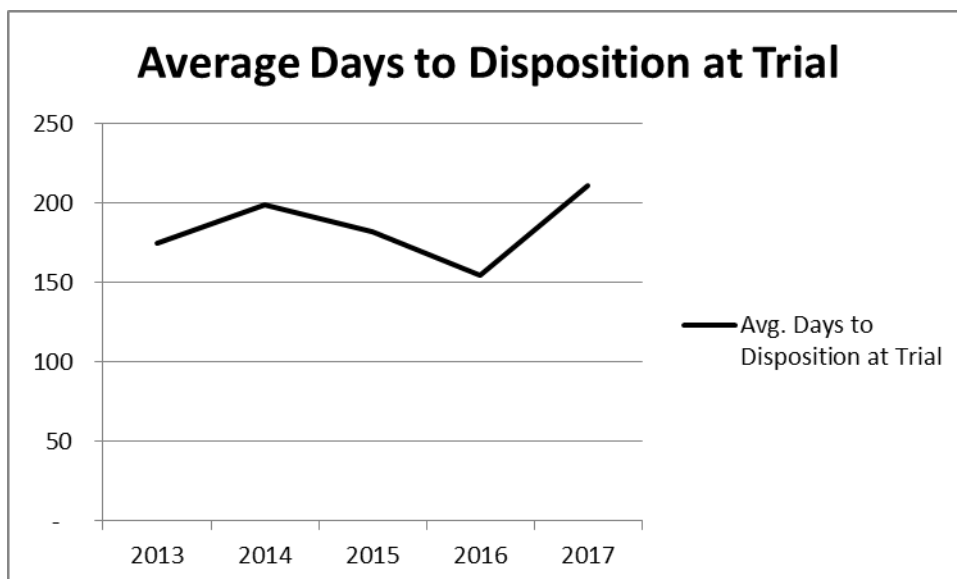
## High Dispute Rate

In 2017, the dispute rate decreased seven per cent from 2016, largely as a result of the suspension of the Early Resolution Program. At 51%, York Region's dispute rate is 13% higher than the provincial average. The high dispute rate in York Region creates pressure on the resources of the court program.



Note: The remaining percentage of workload is Fail to Respond convictions

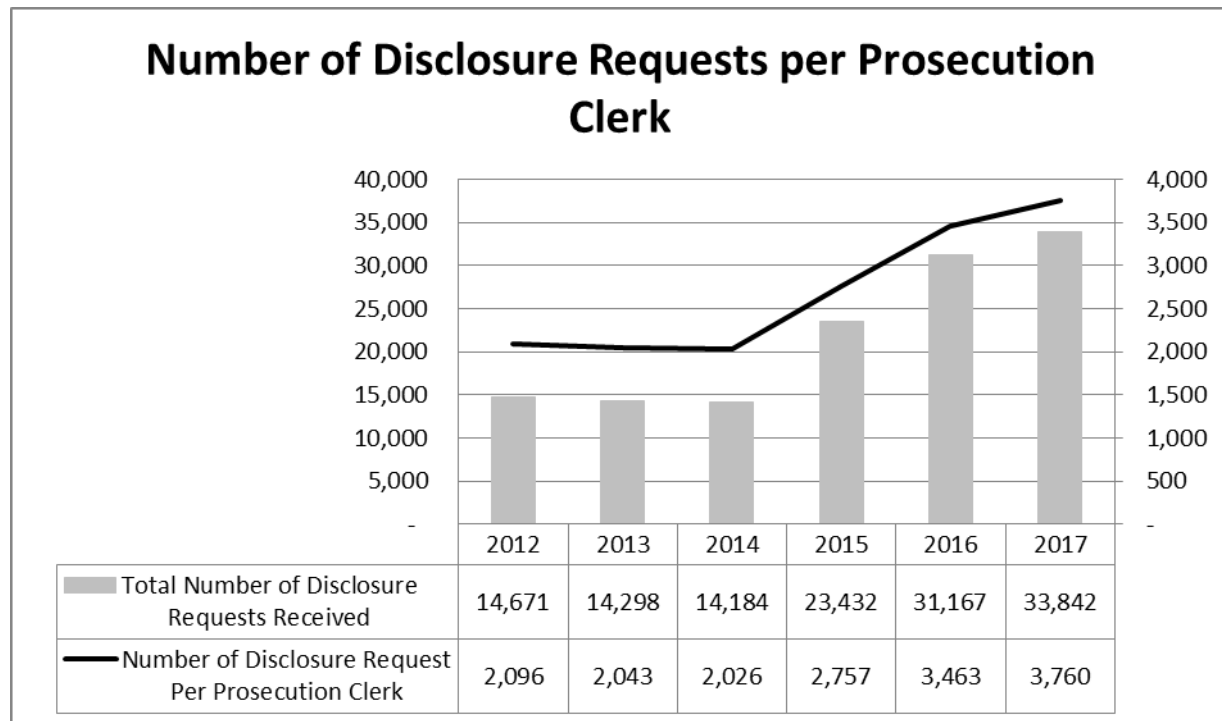
The average days to disposition at trial has increased 36 per cent from 2016. As the trial option is the only option available to defendants to dispute their charge, suspension of the early resolution has put increased pressure on trial dockets. The number of Trial requests received increased almost 65 percent compared to 2016, but court staff continues to maintain time to trial within the legislative timeframes through the redistribution of workload.



The Early Resolution program was suspended effective January 1, 2017, but Court Services still dealt with almost 2,500 Early Resolution matters as the program phased out. Over 103,000 matters were addressed in Trial Courts in 2017, which represents less than a one per cent decrease from 2016 (104,030 matters in 2016).

Appearance Room	Grand Total
Early Resolution	
ERM - Early Resolution Meeting Room	1,204
ERM2 - Early Resolution Meeting Room	1,290
<b>Total Number of Early Resolution Matters</b>	<b>2,494</b>
R3 - Traffic and Municipal Parking and Bylaws	20,897
R4 - Part One Traffic Court	13,776
T1 - Part One Traffic Court	18,085
T2 - Ministry and Municipal Parking and Bylaw Court	7,320
T3 - Part Three Provincial Court	25,093
T4 - Part One Traffic Court	18,543
<b>Total Number of Matters on Trial Dockets</b>	<b>103,714</b>

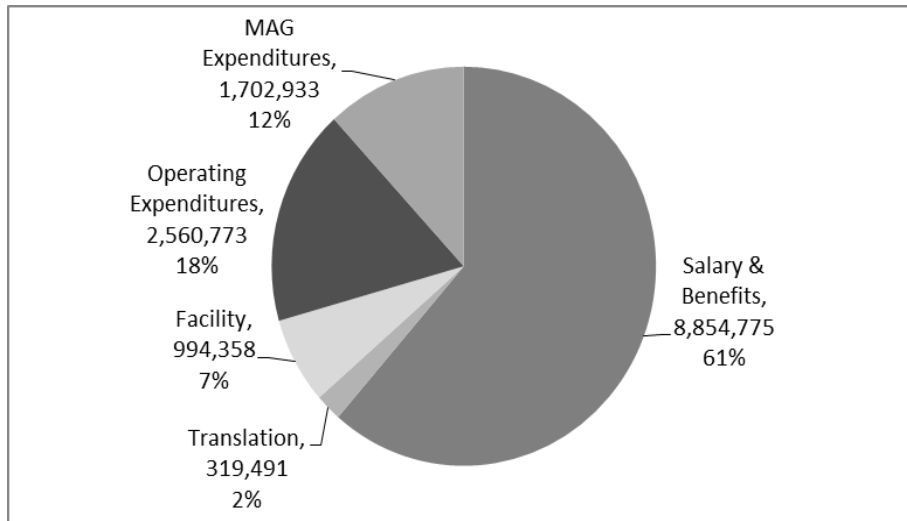
Changes to the Notice of Trial and notification to the defendants of a right to disclosure have increased the number of disclosure requests received by Prosecutions. The disclosure rates continue to increase as a result of the increased trial requests.



Note: No provincial standards exist for the number of disclosure requests per prosecution clerk

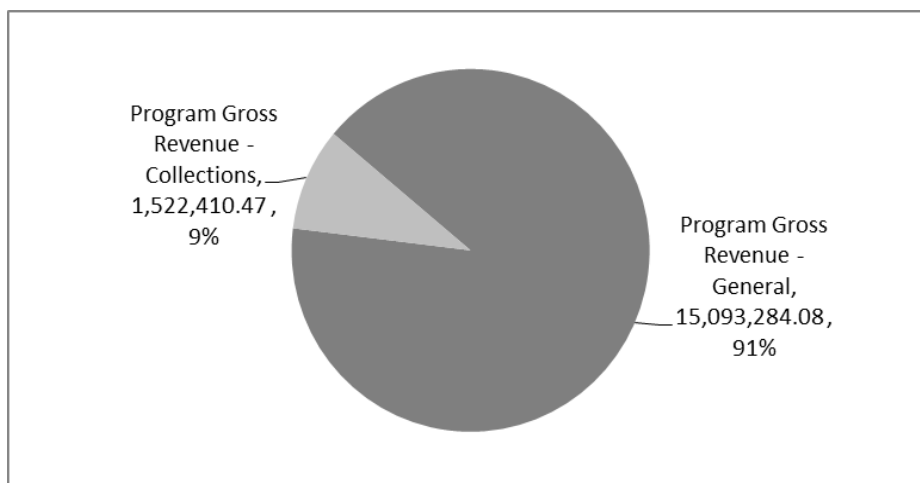
# 2017 Expenditure and Revenue Analysis

## 2017 Operating Budget by Expenditure Category



\*Ministry of Attorney General (MAG) expenditures decreased eight per cent in 2017 from the previous year as of result of decreased judicial and provincial prosecution hours

## 2017 Revenue Source



## Expenditure

### Salary and Benefits

Includes all staffing expenses related to Court Administration, Prosecution and Collections. Includes all permanent, casual and temporary staffing in addition to overtime and benefits.

### MAG Expenditures

Total cost of expenses paid to the Ministry of Attorney General including Judicial and ICON related costs. Victim Fine Surcharge and Dedicated fines are not included.

### Operating Expenditures

Total cost of general operating expenses including; the purchase of charging documents, witness fees, general office supplies, postage expenses and other minor operating expenses.

### Facility

Total cost of facility expenses.

### Translation

Total cost of providing interpreter services to court users.

## 2017 Auditors Report

An independent audit of the consolidated financial statements of the Regional Municipality of York for the year ending December 31, 2017 was completed by KPMG in May 2017. Accordingly, the scope of the audit included the information about the results of the Region's Provincial Offences Office presented in the notes to the consolidated financial statement.

### Excerpt from the Regional Auditor's Report

#### PROVINCIAL OFFENCES ADMINISTRATION

The Region administers prosecutions and the collection of related fines and fees under the authority of the *Provincial Offences Act* ("POA"). The POA is a procedural law for administering and prosecuting provincial offences, including those committed under the *Highway Traffic Act*, *Compulsory Automobile Insurance Act*, *Trespass to Property Act*, *Liquor Licence Act*, Municipal By-laws and minor federal offences. Offenders may pay their fines at any court office in Ontario, at which time their receipt is recorded in the Integrated Courts Offences Network system ("ICON"). The Region recognizes fine revenue when the receipt of funds is recorded by ICON regardless of the location where payment is made.

The gross revenue is comprised primarily fines levied under Part I, II and III (including delay penalties) for POA charges. The total revenue for 2017 amounts to \$21,942,116 (2016 - \$20,645,959) and the net revenue amounts to \$2,183,364 (2016 - \$513,631). Balances arising from operation of the POA offices are consolidated with these financial statements.

**THE REGIONAL MUNICIPALITY OF YORK****Provincial Offences Office****Statement of Receipts and Expenses**

For the year ended December 31, 2017

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	Budget <u>2017</u> <u>(Unaudited)</u> \$	Actual <u>2017</u> \$	Actual <u>2016</u> \$
<b>Revenue</b>			
Fines and Miscellaneous Revenue Collected	20,406,783	21,942,116	20,645,959
<b>Expenses and Disbursements</b>			
Salaries and Benefits	8,723,789	8,854,775	8,872,653
General Administration	1,646,870	1,775,353	1,605,481
Program Related Services	1,786,994	1,927,260	2,046,110
Professional Services	978,010	803,293	872,258
Occupancy Expenses	1,032,579	1,013,828	1,207,058
Amortization	0	0	6,601
Asset Acquisitions	60,000	57,821	34,966
	<u>14,228,243</u>	<u>14,432,330</u>	<u>14,645,127</u>
Income before disbursements to area municipalities and others	6,178,540	7,509,786	6,000,832
Disbursements to Area Municipalities and Others	<u>(5,477,510)</u>	<u>(5,326,422)</u>	<u>(5,487,201)</u>
<b>Net Surplus/(Deficit)</b>	<b>701,030</b>	<b>2,183,364</b>	<b>513,631</b>
<b>Contribution from Reserves</b>	<b>624,539</b>	<b>0</b>	<b>0</b>
<b>Contribution to Reserves</b>	<b>0</b>	<b>857,795</b>	<b>1,000,000</b>
<b>Net Surplus/(Deficit) after Contribution to/from Reserves</b>	<b><u>1,325,569</u></b>	<b><u>1,325,569</u></b>	<b><u>(486,369)</u></b>

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The accompanying notes are an integral part of the financial statement

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**THE REGIONAL MUNICIPALITY OF YORK**  
**Provincial Offences Office**  
**Notes to the Financial Statement**  
**December 31, 2017**

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The Regional Municipality of York (the Region) administers prosecutions and the collection of related fines and fees under the authority of the Provincial Offences Act (“POA”). The POA is a procedural law for administering and prosecuting provincial offences, including those committed under the *Highway Traffic Act*, *Compulsory Automobile Insurance Act*, *Trespass to Property Act*, *Liquor Licence Act*, Municipal By-laws and minor federal offences. The POA governs all aspects of legal process from serving notice to a defendant, to conducting trials, including sentencing and appeals.

**1. SIGNIFICANT ACCOUNTING POLICIES**

The statement of financial activities for the Region’s Provincial Offences Office is prepared by management in accordance with generally accepted accounting policies for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies are as follows:

a) Revenues

Revenues are accounted on cash basis. The revenues of the court office consist of fines levied under Parts I, II and III (including delay penalties) for POA charges filed at the courts and located at The Tannery Mall, 465 Davis Drive, Newmarket and 50 High Tech Road, Richmond Hill. Offenders may pay their fines at any court office in Ontario, at which time their receipt is recorded in the Integrated Courts Offences Network system (“ICON”) operated by the Province of Ontario. The Region recognizes fine revenues when the receipt of funds is recorded by ICON regardless of the location where payment is made.

The Region also recognizes revenues that are collected on behalf of Area Municipalities and the Ministry of the Attorney General. These revenues include payments recovered with respect to local area municipal By-laws, Dedicated Fines related to various statutes, licence plate denial fees and the Province’s portion of parking fees as well as the Victim Fine Surcharge.

Partial payments received for fines are automatically applied in the ICON system in the following order:

- Victim fine surcharge
- Fine
- Costs
- Administrative fees
- Collection agency costs

b) Expenses

Expenses are recorded on the accrual basis of accounting which recognizes expenses as they are incurred and measurable as a result of the receipt of goods or services and creation of a legal obligation to pay.

c) Use of estimates

The preparation of the financial statement in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of revenues and expenditures and disclosure of contingencies at the date of the financial statement and for the period being reported on. Actual results could vary from these estimates.

d) Reserve

In 2015, a reserve was established to assist in planning and managing costs, which can vary significantly each year. The reserve will be funded through any net surplus in the prior year, after allocations, with an established upset limit.

## **Goals and Objectives for 2018**

### **Improve Technology**

- Implement Video Testimony in Provincial Offences court proceedings
- Explore the opportunity for electronic transfer of In-Car Camera Video
- Explore the possibility to create a York Region Case Management System

### **Expansion of the POA Fine Collection Strategy**

- Execute inter-municipal agreement with the City of Toronto for the collection of default fines through property tax roll
- Expand use of civil enforcement for default fines to include property liens, garnishment of wages and payment plans where applicable

### **Customer Service**

- Continue to enhance customer service platforms to improve access to court information and documents
- Expand use of data analytics to improve decision making, reduce costs and manage risks
- Finalize Notice of Fine and Due Date pilot project with the Ministry of Attorney General and the Behavioural Insights Unit

### **Legislative Changes**

- Respond to legislative amendments relevant to Regional strategies and operations including *Provincial Offences Act* Modernization and *Bill 68-Modernizing Ontario's Municipal Legislation Act, 2017*
- AMPS working group to finalize recommendations to expand the use of administrative monetary penalties in York Region

### **Advocacy**

- Continue to identify and advocate for POA Streamlining and Modernization initiatives