

Clause 11 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 29, 2017.

11

Court Services Annual Report 2016

Committee of the Whole recommends adoption of the following recommendation contained in the report dated May 10, 2017, from the Regional Solicitor:

1. It is recommended that Council receive this report for information.
-

Report dated May 10, 2017 from the Regional Solicitor now follows:

1. Recommendation

It is recommended that Council receive this report for information.

2. Purpose

This report provides Council with an overview of the Court Services 2016 Annual Report (Attachment 1) submitted to the Attorney General. It provides a summary of Court Services 2016 workload activity, key accomplishments, and planned initiatives for 2017. 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, request an early resolution meeting with a prosecutor, or request a trial. Parking offences are filed under Part II of the *Act*. Part III charges include more serious offences (such 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, by-law, 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

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 has been suspended and this option is no longer available to court users. Court Services will consider reinstatement of the program if the province enacts legislative changes as part of the POA streamlining initiative to reduce judicial involvement in the early resolution process.

4. Analysis and Implications

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

2016 Key Workload Drivers and Activity Statistics

- 8,038 charges were filed per court administration clerk (152,730 total), which is 46 per cent higher than the provincial average standard
- 3,464 disclosure requests were processed per prosecution clerk (31,167 total), representing a 33 per cent increase from 2015
- 58 per cent of all Part I charges are disputed, resulting in less than 1 per cent decrease from 2016, but representing a steady incline since the inception of Early Resolution Meetings in 2012
- Over 169,000 customers are served through in-person and telephone service, representing less than a 3 per cent decrease from 2015
- Over 133,000 disputed cases were dealt with by way of early resolution or trial, which is less than 1 per cent increase from 2015

A high dispute rate results in higher operational costs

The “dispute rate” represents the percentage of Part I charges filed in the court for which the defendant requests early resolution and/or a trial. York Region continues to experience higher than average dispute rates since the implementation of the early resolution program on March 31, 2012, putting additional pressure on court time, resources, and increasing operating costs.

In 2016, the dispute rate reached 61 per cent in the Richmond Hill court location and 54 per cent in the Newmarket court location for a combined dispute rate of 58 per cent. While York Region’s dispute rate is comparable to Toronto and the Greater Toronto Area, the dispute rate is much lower across the province.

Significant increase in disclosure requests has resulted in increased pressure on staff resources

Defendants have a Constitutional right to receive disclosure in connection with their charges, if requested. The number of disclosure requests increased significantly from 23,432 in 2015 to 31,137 in 2016. The reasons for the increase can be attributed to a decision of the Ontario Court of Appeal in December, 2014. The court held that the defendant was denied a fair trial because the prosecutor failed to advise the defendant of their right to disclosure. As a result, the Ministry of the Attorney General changed the Notice of Trial in January, 2015 to include information that a defendant has a right to request disclosure. The increase in disclosure requests from 2015 created significant pressures on resources.

Court Services implemented a number of initiatives in 2016 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.

2016 Key Initiatives:

- Introduced the Part I Summons Project in partnership with York Regional Police to improve trial scheduling practices and create cost savings through reduction of witness and police attendance in court
- Implemented a collections strategy to maximize default collection efforts and increase fine revenue from court ordered convictions.
- Lead a Provincial Offences Best Practise Committee of Regional court stakeholders to create efficiencies and maintain performance standards
- Facilitated a *Provincial Offences Act* stakeholder meeting to engage local municipal partners and enforcement agencies to provide relevant updates including *Provincial Offences Act* Modernization
- Expanded the Court Administration Management System, a case management software, to improve efficiency in processing disclosure requests and improve case management
- Successfully argued a number of precedent setting cases

Court Services has developed a multi-year business plan for 2017 to drive operational efficiency in the area of court operations, prosecutions, and collections

In 2017, Court Services will continue to identify areas for process improvement to create efficiencies and maintain performance measures. A 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.

2017 goals:

- Explore the opportunity for electronic disclosure with the York Regional Police
- Expand electronic ticket upload to Red Light Camera offences
- Expand the collection strategy to maximize collection of defaulted fines and increase fine revenue
- Develop and implement enhancements to customer service to improve access to court information and documents
- Conduct a systematic review of the effectiveness, efficiency, and economic impact of key workload processes
- Respond to legislative amendments relevant to Regional strategies and operations including *Provincial Offences Act* Modernization, and *Municipal Act, 2001*
- Establish a working group with key stakeholders to review opportunities to expand the use of Administrative Monetary Penalties
- Continue to advocate for meaningful legislative changes to create flexibility in POA service delivery.
- Explore the opportunity to restore the early resolution program pending legislative changes.

5. Financial Considerations

There are no financial implications directly associated with this report. The performance measures set out in the Annual Report will be reflected in the 2017 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 2016 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, 2017

Attachments (1)

eDOCS #7677854

Accessible formats or communication supports are available upon request



Annual Report

For the Year Ended December 31, 2016

Legal & Court Services
Court Services Branch

Table of Contents

Court Services Mandate	Page 3
Organization Chart	Page 4
Message from Directors	Page 5
Key Initiatives and Achievements	Page 6-7
Key Workload Drivers	Page 8-11
Expenditure and Revenue Analysis	Page 12
Introduction to the External Auditor's Report	Page 13
Statement of Receipts and Expenses	Page 14
Notes to the Financial Statement	Page 15
Goals and Objectives for 2017	Page 16

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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:

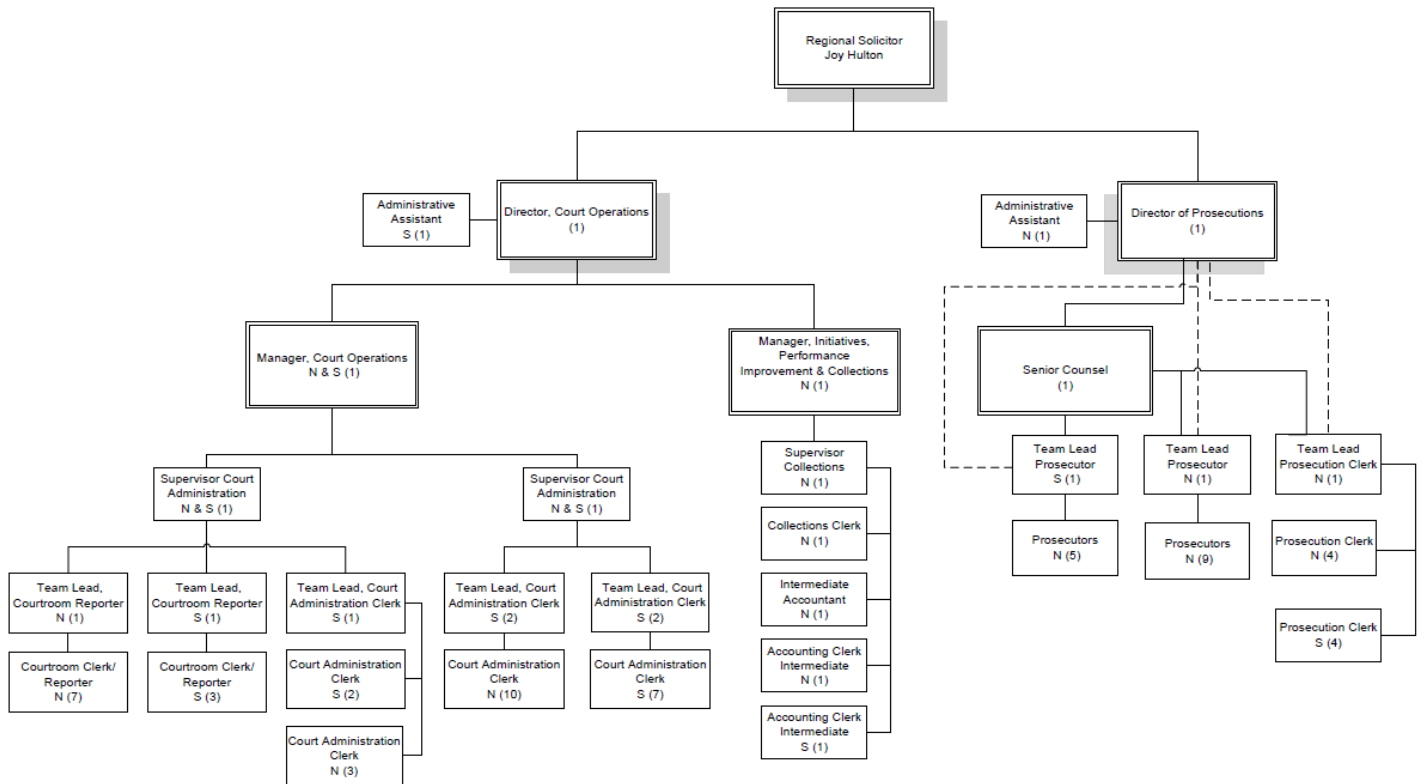
- Members of the Public
- York Region Local Municipalities
- Over 30 Law Enforcement and Regulatory Agencies
- Ministry of the Attorney General
- Judiciary

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 2016



(78 FTE's as of Dec 31, 2016)

Message from the Director of Court Operations

Lisa Brooks

Court Services is committed to business and service excellence in the administration of justice. In 2016, Court Operations continued to partner with stakeholders to drive operational efficiency with a strong focus on process improvement, customer service delivery and the collection of defaulted fines. In 2017, Court Operations will identify opportunities to introduce technology to aide in creating a cost-effective and sustainable program. We anticipate and look forward to legislative changes aimed at streamlining and modernizing the provincial offences court system.

Message from the Director of Prosecutions

Hans Saamen

Prosecutions are 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 and the Ontario Court of Appeal. In 2016, we continued to focus on responding to an increased workload due to the rising dispute rate and a significant increase in disclosure requests while upholding the integrity of justice. We continued to liaise with internal York Region Departments, police and our municipal partners to ensure effective prosecution of all charges. As we move into 2017, we will continue to refine practices and procedures to create efficiencies and identify areas to leverage technology to deliver service in the area of prosecution.

2016 Key Initiatives and Achievements

Customer Service

Court Services initiated the upgrade of the ticketing queue system which manages the flow of customers. The new platform will measure operational efficiencies and improve data collection activities to support management decisions.

Effective Scheduling

Court Services introduced the Part I Summons Project at the Richmond Hill court as part of improvements to trial scheduling practices. Working closely with York Regional Police, the project has resulted in reduced appearances for witnesses and enforcement officers.

Stakeholder Meetings

York Region Court Services hosted a stakeholder meeting on June 13, 2016. The following updates were provided: Current challenges and pressures, Part I Summons Pilot Project, Collections, Best Practice Committee, Update from the Central East Regional Senior Justice of the Peace and 2016 goals and objectives.

Court Services established a Best Practice Committee comprising key stakeholders in the York Region Provincial Offences court system including, court administration, prosecution, judiciary, enforcement agencies and local municipal representation. The main purpose of this committee is to assist in identifying local issues and drive forward solutions. The committee will serve as a platform for open communication and collaboration with the ultimate goal of delivering an efficient justice system.

Technology Improvements

The Court Administration Management System (CAMS), caseload management software created by Niagara Region, has expanded to Prosecutions to improve efficiency in processing disclosure requests and improve case management.

Court Services worked with the Ministry of Attorney General to enhance performance of the Integrated Courts Offences Network (ICON) and improve business continuity.

In partnership with York Region Data, Analytics and Visualization Services, Court Services created a data warehouse, enabling consolidation of data, the development of key performance indicators and design of a dashboard to enable data driven decision making.

Collection Strategy

Court Services received Council approval to update the *Provincial Offences Act* Collection Policy in order to maximize default collection efforts and increase fine revenue. The collection strategy includes improved use of collection agencies, the use of

property tax roll collection and civil enforcement. In 2016 the default collection rate increased by 1% leading to a 16% increase in defaulted fine revenue.

Business Continuity Plan

Court Services reviewed, updated and tested the Business Continuity Plan in order to ensure that critical operations continue to be available in the event of disruptions.

Accomplishments

Lisa Brooks, Director of Court Operations presented at the Municipal Court Managers' Association annual conference on the Courts Statistics Project.

Hans Saamen, Director of Prosecutions, and Chris Bendick, Senior Counsel Prosecutions, delivered a presentation at The Prosecutors' Association of Ontario on ethical issues for prosecutors. Hans Saamen was also a guest speaker at the Osgoode Hall Law School Certificate Program for paralegals delivering presentations on witness preparation and on evidence.

Notable Precedent Setting Cases

Prosecutions successfully argued a number of precedent setting cases:

Ontario Court of Justice

-R. v. Newhook et al – The Ontario Court of Justice overturned the decision of the Justice of the Peace who rejected a joint submission on sentence. This case clarified the circumstances in which a Justice of the Peace can reject a joint submission, a vital matter for the high volume Provincial Offences Court

-R. v. Martingrove Properties Limited – The Ontario Court of Justice dismissed an application to have Building Code Act charges stayed as violating the defendant's right to a trial in a reasonable period of time (section 11(b) of the Charter). The delay in between the charge date and trial date was over 8 years. This case is important as the Justice of the Peace found that the delay was an exception to the 18 month ceiling prescribed by the Supreme Court of Canada in R. v. Jordan.

-R. v. Conforti—The Ontario Court of Justice clarified the language regarding the failing to signal provisions found in section 142 of the *Highway Traffic Act*, a frequent charge in our Provincial Offences Court. The Court allowed the prosecution's appeal and held that the duty to signal is triggered when a driver may be affected by the movement of the vehicle, rather than the prosecution having to prove that the failure to signal actually impacted surrounding vehicles.

Key Workload Drivers

Total Charges Filed (by Agency) in 2016

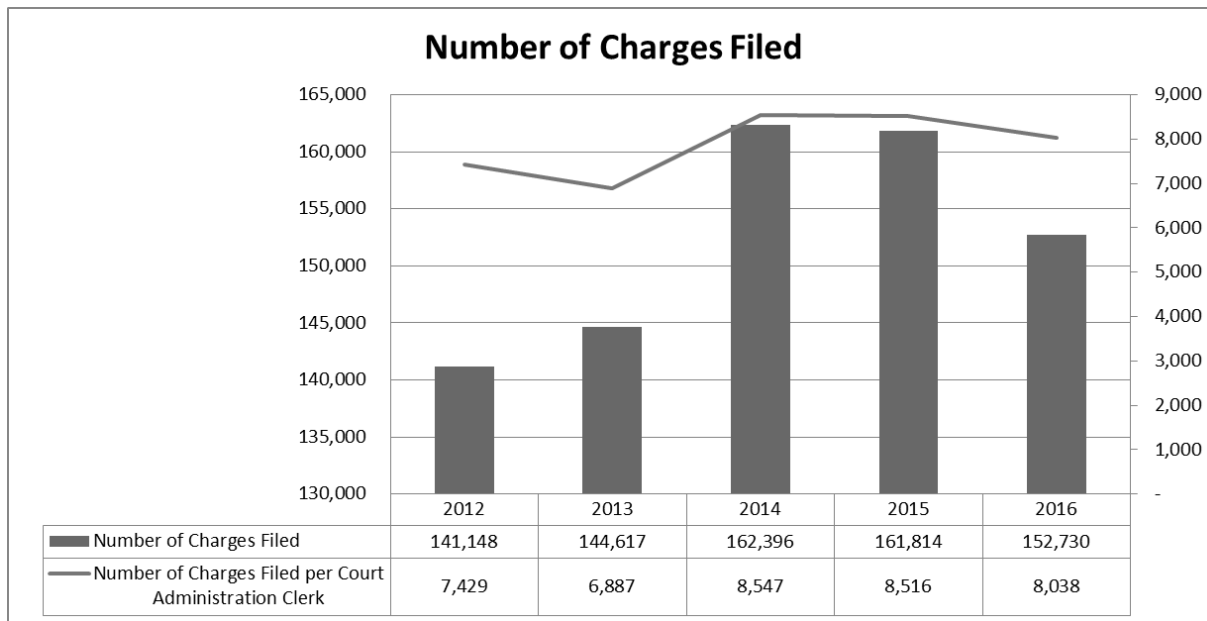
	Number of Charges	Percentage of Caseload
York Region Police	115,729	75.77%
Ministries and Other Agencies	19,763	12.94%
Ontario Provincial Police	7,209	4.72%
York Region	6,437	4.21%
Town of Aurora*	1,237	0.81%
City of Markham	593	0.39%
City of Vaughan	495	0.32%
Town of Whitchurch-Stouffville*	579	0.38%
Town of East Gwillimbury*	194	0.13%
Town of Richmond Hill	159	0.10%
Township of King*	198	0.13%
Town of Georgina	102	0.07%
Town of Newmarket	35	0.02%
Total Charges Filed	152,730	100.00%

*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 2016, the total charges filed in York Region remained stable with less than a 6% decrease.

Act Type	Number of Charges Filed
Certificate of Offence – Accidents (i.e. Motor Vehicle)	4,160
Federal Certificate of Offence	277
Federal Information	12
Certificate of Offence	133,195
Parking Infraction Notice	2,766
Information	12,320
Grand Total	152,730

The Provincial standard for number of charges filed per court administration clerk is in the range of 5,000 - 6,000. In 2016, the number of charges filed per court administration clerk was 8,038, which represents a 5% decrease from 2015. Court Services continues to look for innovative ways to manage workload while providing high quality of work and customer service.

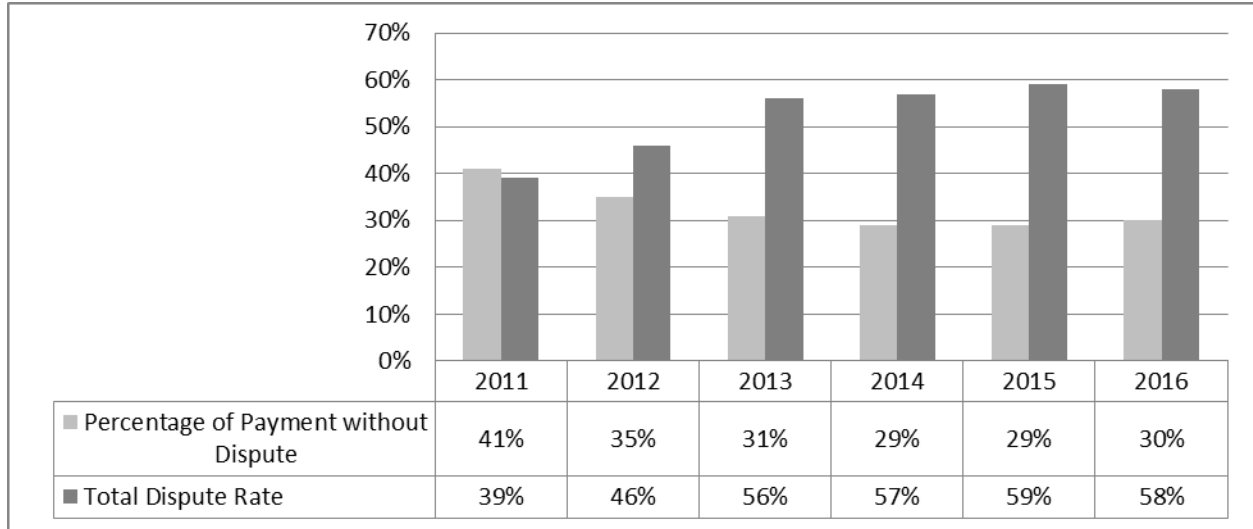


York Region continues to provide almost 170,000 in-person and telephone services to all court users at both court locations.

	Front Counter	Telephone	Total Customers Served
Newmarket Court Location	43,767	39,319	83,086
Richmond Hill Court Location	62,106	24,183	86,289
Total	112,429	61,564	169,375

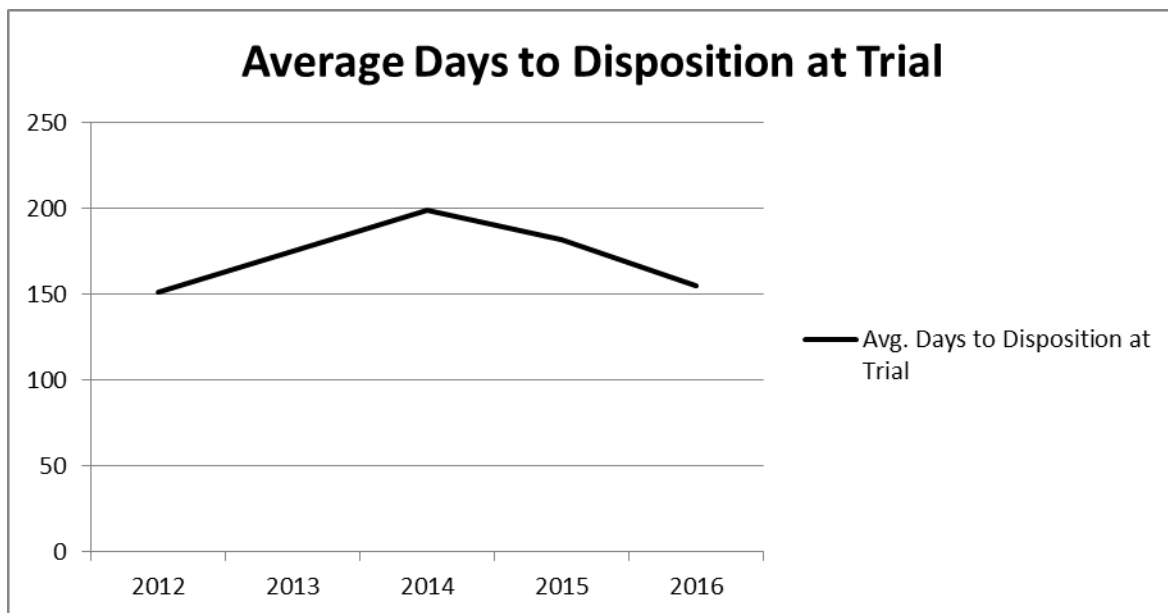
Rising Dispute Rate

York Region continues to experience a high dispute rate since the implementation of early resolution in 2012. At 58%, York Region's dispute rate is 18% higher than the provincial average. The costs and resource requirements increase when the defendant disputes the charges and opts for a trial. 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.

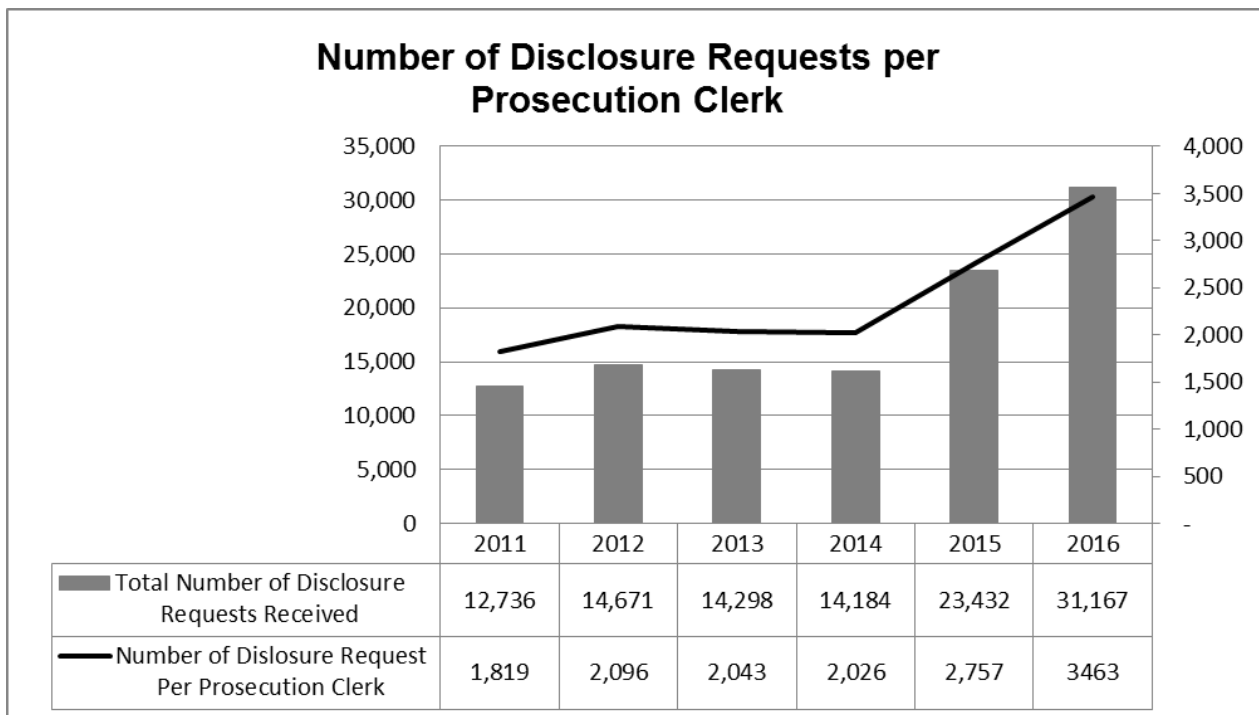
The recent decision of the Supreme Court of Canada, *R. v. Jordan* will have a direct impact on York Region's time to trial for all Part I offences. An inability to prosecute and complete matters within the 18 month timeframe set by the Supreme Court may lead to an increase in s.11(b) Charter Motions filed resulting in the withdrawal of minor charges to prevent more serious charges from being stayed due to delay.



Over 133,000 matters were addressed in court between Early Resolution and Trial Courts in 2016, this represents less than a 1% increase from 2015 (132,619 matters in 2015).

Appearance Room	Grand Total
Early Resolution	
ERM - Early Resolution Meeting Room	27,251
ERM2 - Early Resolution Meeting Room	2,407
Total Number of Early Resolution Matters	29,658
R3 - Traffic and Municipal Parking and Bylaws	23,465
R4 - Part One Traffic Court	15,066
T1 - Part One Traffic Court	15,669
T2 - Ministry and Municipal Parking and Bylaw Court	10,559
T3 - Part Three Provincial Court	24,139
T4 - Part One Traffic Court	15,132
Total Number of Matters on Trial Dockets	104,030

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. In addition to the current dispute rate trends, it is estimated that the disclosure rate may continue to increase.

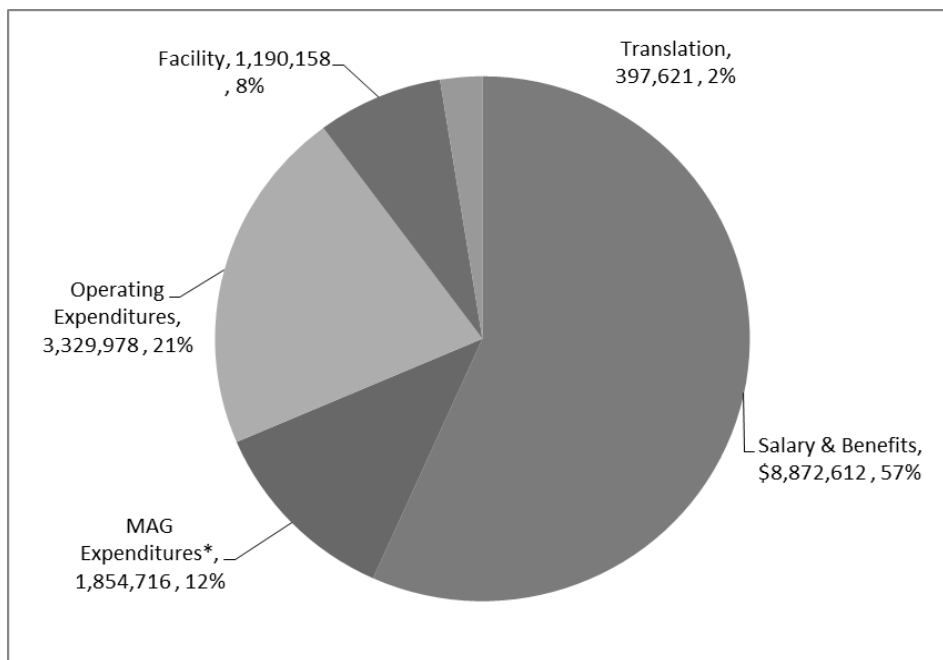


Note: No provincial standards exist for the number of disclosure requests per prosecution clerk.

2016 Expenditure and Revenue Analysis

Expenditure

2016 Operating Budget by Expenditure Category



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

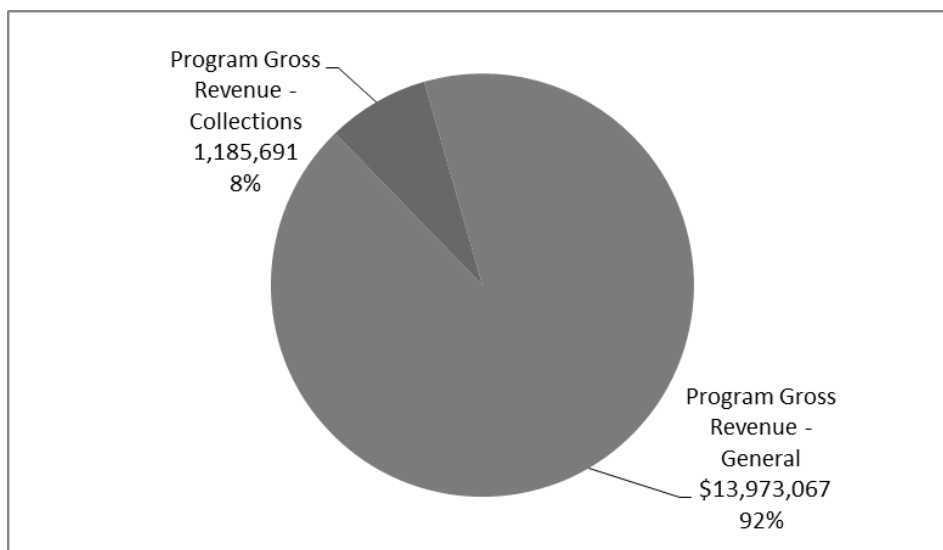
Total cost of facility expenses.

Translation

Total cost of providing interpreter services to court users.

*MAG expenditures increased from 11% in 2015 as a result of an increase in both judicial fees and monitoring and enforcement costs.

2016 Revenue Source



2016 Auditors Report

An independent audit of the consolidated financial statements of the Regional Municipality of York for the year ending December 31, 2016 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 2016 amounts to \$20,645,959 (2015- \$18,646,456). 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, 2016

	Budget 2016 (Unaudited) \$	Actual 2016 \$	Actual 2015 \$
Revenue			
Fines and Miscellaneous Revenue Collected	17,734,818	20,645,959	18,646,456
Expenses and Disbursements			
Salaries and Benefits	8,342,891	8,872,653	8,291,097
General Administration	1,537,229	1,605,481	1,581,012
Program Related Services	1,786,994	2,046,110	1,578,411
Professional Services	978,010	872,258	952,421
Occupancy Expenses	1,187,282	1,207,058	827,233
Amortization	0	6,601	27,870
Asset Acquisitions	47,000	34,966	86,150
	<u>13,879,406</u>	<u>14,645,127</u>	<u>13,344,194</u>
Income before disbursements to area municipalities and others	3,855,412	6,000,832	5,302,263
Disbursements to Area Municipalities and Others	(4,962,202)	(5,487,201)	(5,075,918)
Net Surplus/(Deficit)	(1,106,790)	513,631	226,345
Contribution (from) Reserves	(594,561)	0	0
Contribution to Reserves	0	1,000,000	1,000,000
Net Surplus/(Deficit) after Contribution to/(from) Reserves	(512,229)	(486,369)	(773,655)

The accompanying notes are an integral part of the financial statement

December 31, 2016

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 2017

Improve Technology

- Explore the opportunity for electronic disclosure with York Regional Police
- Expand electronic ticket upload to red light camera offences

Expansion of the POA Fine Collection Strategy

- Expand collection policy to maximize default collection efforts and increase fine revenue
- Finalize agreements with local municipalities for the collection of POA fines through property tax roll
- Explore opportunity to enter into inter-municipal tax roll agreement with other municipal POA partners

Customer Service

- Develop and implement enhancements to customer service to improve access to court information and documents.

Efficiency Review

- Complete a program review to identify process improvements to increase efficiency and cost effectiveness
- Explore the use of video evidence in POA courts for Part I trials

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*.
- Establish a working group with key stakeholders to review opportunities to expand the use of Administrative Monetary Penalties.

Advocacy

- Continue to identify and advocate for POA Streamlining and Modernization initiatives
- Explore the possibility of restoring the early resolution program pending the outcome of proposed legislative changes



Court Services 2016 Annual Report

Presentation to
Committee of the Whole

Lisa Brooks

June 22, 2017

Purpose

- Provide an overview of Court Services Annual report
- 2016 Key accomplishments
- Update on Provincial Initiatives
- 2017 Outlook



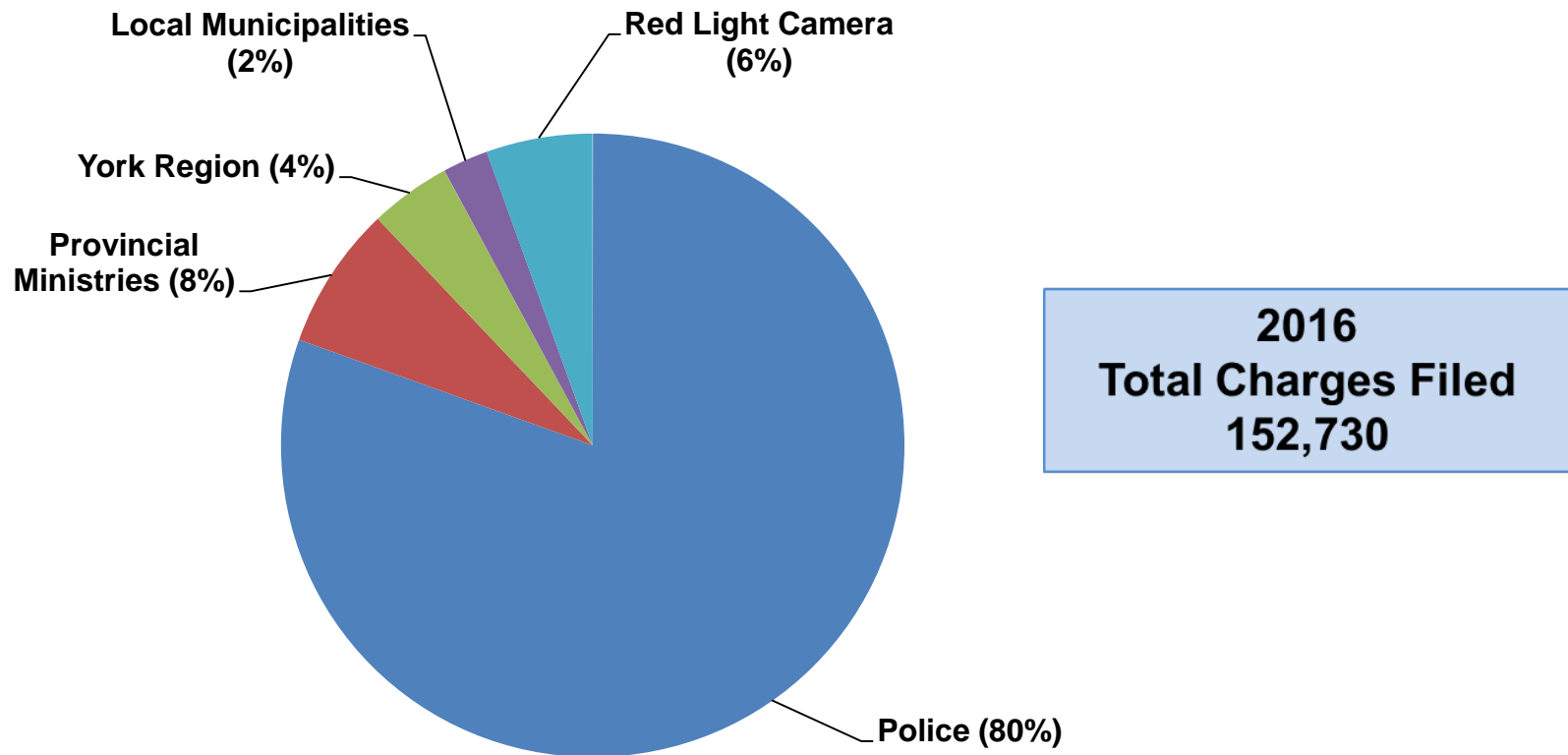
York Region POA Court Program

- Operate 2 Court Locations – Richmond Hill and Newmarket
- 6 Trial Courts and 2 Intake Offices
- Second largest POA court in the Province of Ontario based on number of charges filed
- Court Services provides two distinct functions: Court Operations and Prosecutions

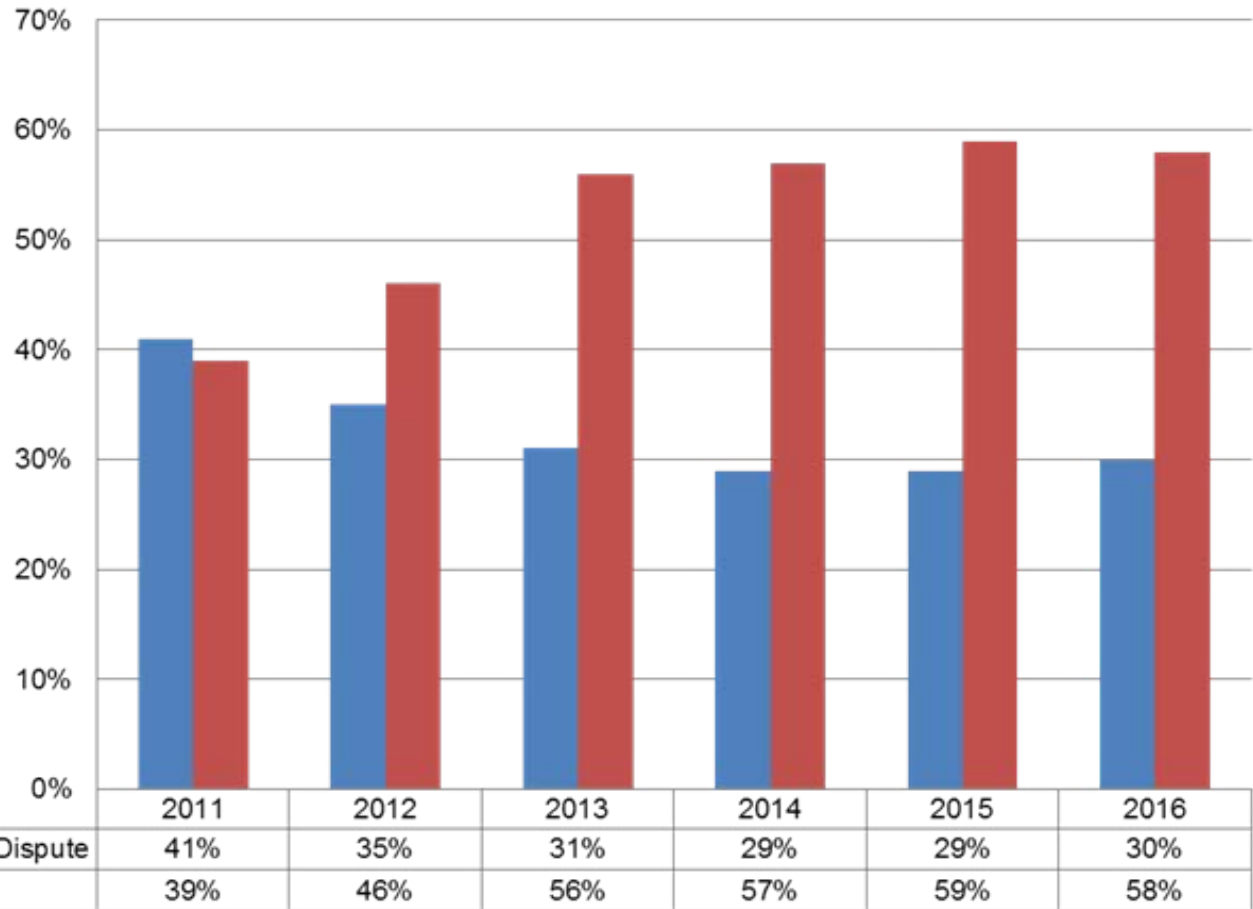
Court Services Mission

To provide timely, quality and cost-effective access to Justice

2016 Caseload Sources



Case Distribution Trend



Dispute rates are higher than the Provincial average

2016 Challenges



Financial

- Increased MAG related costs
- High dispute rate increases costs and reduces revenue



Operational

- Judicial Shortage
- Limited Courtroom Capacity
- Increased scheduled and unscheduled court closures



Legislative

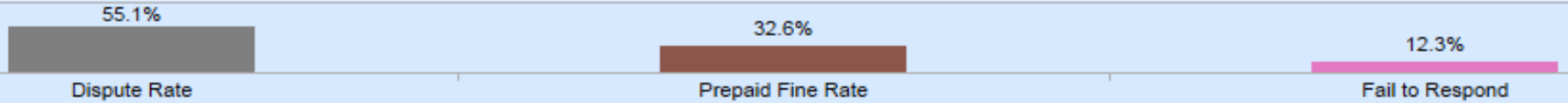
- Strict Legislative constraints
- Defendants Options
- Charter of Rights

2016 Key Accomplishments

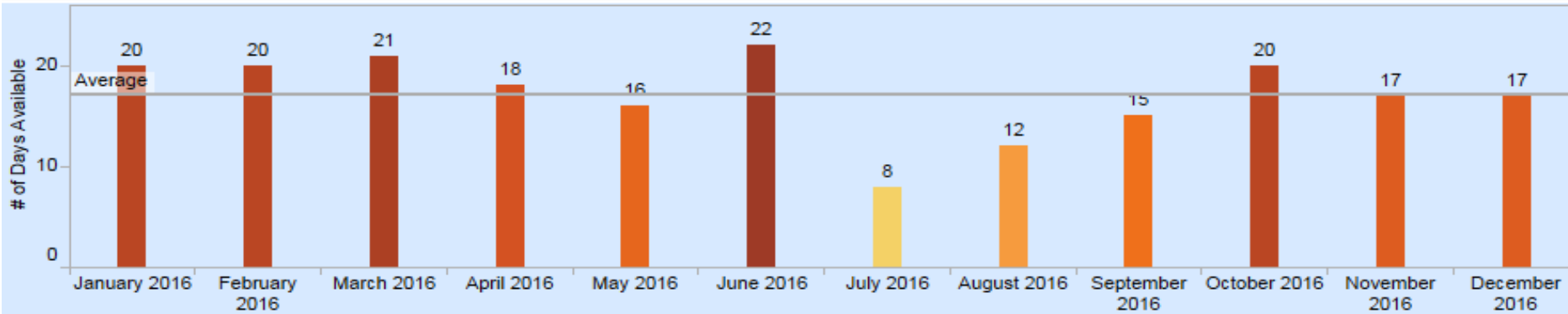
- Creation of a Best Practice Committee
- Introduced Part One Summons Project
- Completed enhancements to existing technology
- Successfully argued a number of precedent setting cases

Court Services Executive Dashboard

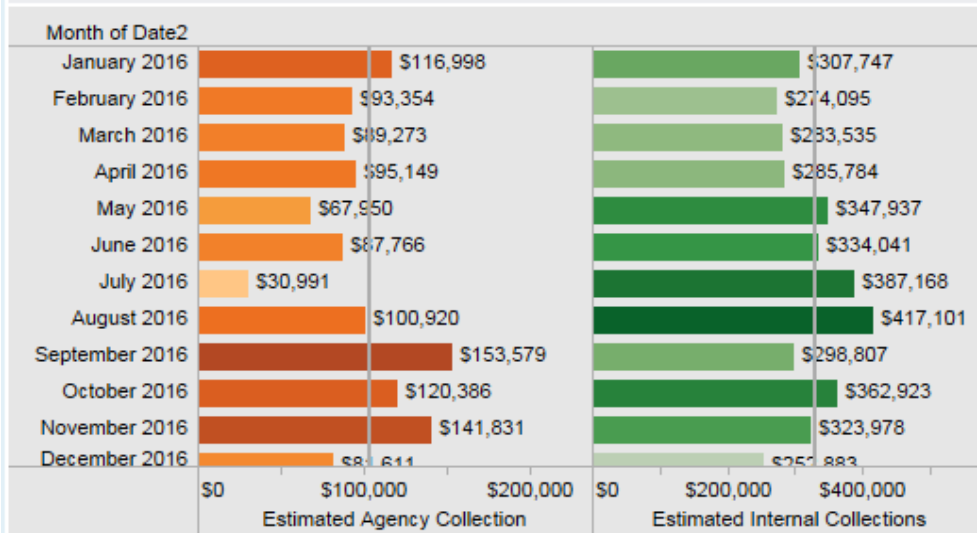
1. Case Distribution - Year: All - Month: All - Court: All



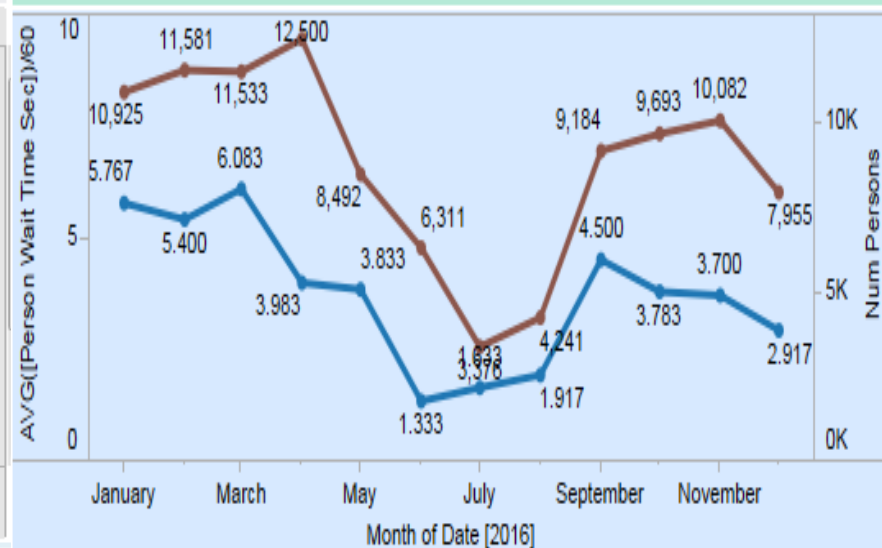
22. Courtroom Availability - Year: 2016 - Month: - Court: All - Courtroom: T1



24a. Collections - Year: All - Month: All - Court: All



15b. Front Counter Workload Performance - Year: 2016 - Month: All - Court: All



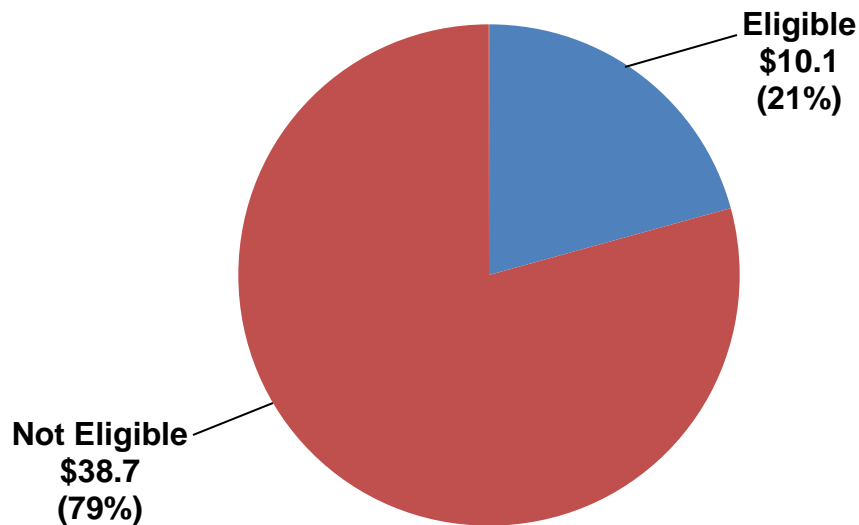
Collection Strategy Update

- Increase in default fine revenue
- Expanded the use of Civil Enforcement
- Increased use of collection agencies
- Agreements with four (4) municipalities for Property Tax Roll
- Exploring opportunity for an Inter-Municipal Agreement with City of Toronto for Property Tax Roll
- Added an internal collection fee



Bill 31- Expansion of Plate Denial

- Implemented on May 1, 2017
- Applies retrospectively seven years
- Excludes joint owners and company vehicles



Suspension of Early Resolution

- Effective January 1, 2017 the Early Resolution option is no longer available to court users
 - Province wide Judicial shortage
 - Increased court closures of trial and intake court
 - Limited courtroom capacity
- Early Resolution will be reviewed pending legislative changes



Provincial Initiatives

- POA Streamlining Initiatives Include:
 - Simplifying pre-trial processes, including early resolution, for court users
 - Giving Municipal court clerks and prosecutors more authority to directly address and resolve POA Part I charges (tickets) before trial and other Administration matters
- Modernization Initiatives Include:
 - Self-Service Access to case-based information and process guides
 - Intake processes for early resolution
 - Fine payment processes
 - Online Early Resolution discussions with Prosecutors

Advocacy Efforts

- *Bill 65- Automated Speed Enforcement*
 - Council Resolution in support of Administrative Monetary Penalties
- *POA Streamlining and Modernization*
 - Submitted letter of support to Attorney General
 - Engaged other associations to collaborate in advocacy efforts

2017 Initiatives

- Identify opportunities to leverage technology to create operational efficiencies and improve customer service
- Continue to expand Collection Strategy
- Conduct a systematic review of the effectiveness, efficiency, and economic impact of key workload processes
- Continue to advocate for meaningful legislative changes to create flexibility in POA service delivery

