

YORK REGIONAL POLICE  
**2017–2019 BUSINESS PLAN**





**OUR VISION**

To make a difference in our community

**MISSION STATEMENT**

We will ensure our citizens feel safe and secure through excellence in policing

**SHARED VALUES**

OUR PEOPLE  
*community*  
INTEGRITY  
*leadership*  
ACCOUNTABILITY  
*competence*  
TEAMWORK

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# MESSAGE FROM THE CHAIR OF THE POLICE SERVICES BOARD

**O**n behalf of the York Regional Police Services Board, I am pleased to present the 2017-2019 Business Plan. Our goals and objectives were developed through extensive consultation with the residents, business and community partners and members of York Regional Police. Thank you to all our engaged partners and residents in assisting us in developing a strategic roadmap for policing over the next three years.

The Board's primary goal is to provide high quality, affordable police services to our residents in a way that is transparent, accountable and inclusive. Our key priorities include enhancing public trust and confidence in our police service, working with partners in addressing community safety issues, delivering sustainable and effective police services to our communities, leveraging the latest technology in maximizing police resources and ensuring our roads, schools and communities are safe through prevention and enforcement.



## MAYOR FRANK SCARPITTI

Chair, Regional Municipality of York Police Services Board

We look forward to fulfilling the commitments outlined in this plan and will strive to maintain the highest standards to ensure York Region remains one of the safest communities in Canada.

*The York Regional Police Services Board is a civilian board overseeing York Regional Police.*

*Four board members are appointed by the Regional Municipality of York Regional Council and three by the Province of Ontario.*

*To learn more about the Police Services Board, view a presentation or see the board's meeting schedule, visit [yrpsb.ca](http://yrpsb.ca).*

## MEMBERS OF THE POLICE SERVICES BOARD



Vice Chair  
Virginia Hackson,  
Mayor of the Town of  
East Gwillimbury



Regional Municipality  
of York Chairman and  
Chief Executive Officer  
Wayne Emmerson



Provincial Appointee  
Bang-Gu Jiang



Provincial Appointee  
Brad Rogers



Regional Council  
Appointee  
Khalid Usman



Provincial Appointee  
John Molyneux

# MESSAGE FROM THE CHIEF OF POLICE

**I**t is my pleasure to present the York Regional Police Business Plan for 2017 to 2019. Our new business plan highlights our past accomplishments and sets out future objectives for York Regional Police. The plan addresses the needs of the citizens of York Region by ensuring that our neighbourhoods, roads and schools remain safe for everyone. The 2017-2019 Business Plan responds to the interests of community members, business owners and York Regional Police members and will assist us in achieving our vision to make a difference in our community.

The 2,200 valued members and 500 dedicated volunteers representing York Regional Police are proud to serve a community that is not only one of the most culturally-rich in Canada, but also one of the nation's safest. Those members and volunteers—who reflect the diverse nature of York Region—provide crime prevention and law enforcement to nearly 1.2 million citizens. This plan will guide our organization in achieving objectives related to the COPS cornerstones laid out in our long-term strategic plan: **C**ommunity Focus, **O**perational Excellence, **P**referred Place of Employment and **S**uperior Quality Service to the people of York Region.



**ERIC JOLLIFFE** O.O.M., BA, MA, CMM III  
Chief of Police,  
York Regional Police

Our success would not be possible without the strong partnerships we share with our residents, businesses, community organizations, the Regional Municipality of York Police Services Board, our regional and local councils and our dedicated members.

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*Learn more about the accomplishments and aspirations of our Executive Command Team:*

*Visit [yrp.ca/ECT](http://yrp.ca/ECT) for more information about the chief and his deputies.*

## MEMBERS OF THE EXECUTIVE COMMAND TEAM



From left, Deputy Chief Thomas Carrique, Chief Eric Jolliffe and Deputy Chief André Crawford.

# THE REGION WE SERVE

**Y**ork Region is comprised of nine municipalities and is home to nearly 1.2 million people. The region continues to experience rapid population growth, which is expected to continue well into the foreseeable future. In 2014, growth in York Region accounted for 26 per cent of total population growth in the Greater Toronto and Hamilton Area.

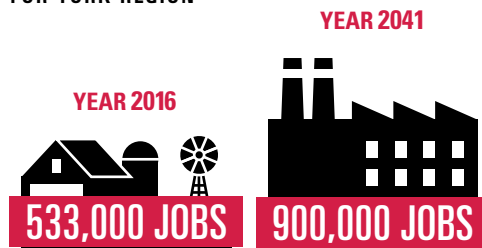
By 2041, 900,000 new jobs are expected in York Region, while the population should increase by 54 per cent to 1.7 million residents. Its current population makes it the sixth-largest municipality in Canada. York Region is also celebrated as one of the nation’s most diverse communities, as well as among the safest.

*Talk about growth: In the year 2000, York Regional Police had about 1,000 total authorized strength and served roughly 700,000 residents.*

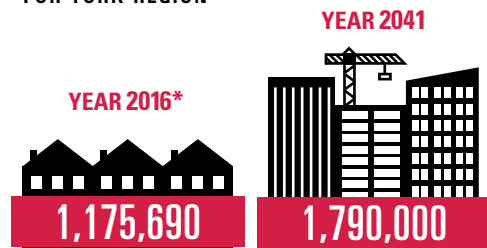


ORGANIZATIONAL COMPOSITION	2016
Total Authorized Strength	2,202
Officers	1,579
Civilians	623
Demographics	
Average Officer Age	41
Average Recruit Age	28
Officer Diversity	16.5%
Female Officers	18.6%
Total Females (including Civilians)	31.1%
Officer Length of Service	
0-9 Years	40.5%
10-19 years	38.8%
20+ years	20.6%

### EMPLOYMENT ESTIMATES FOR YORK REGION



### POPULATION ESTIMATES FOR YORK REGION



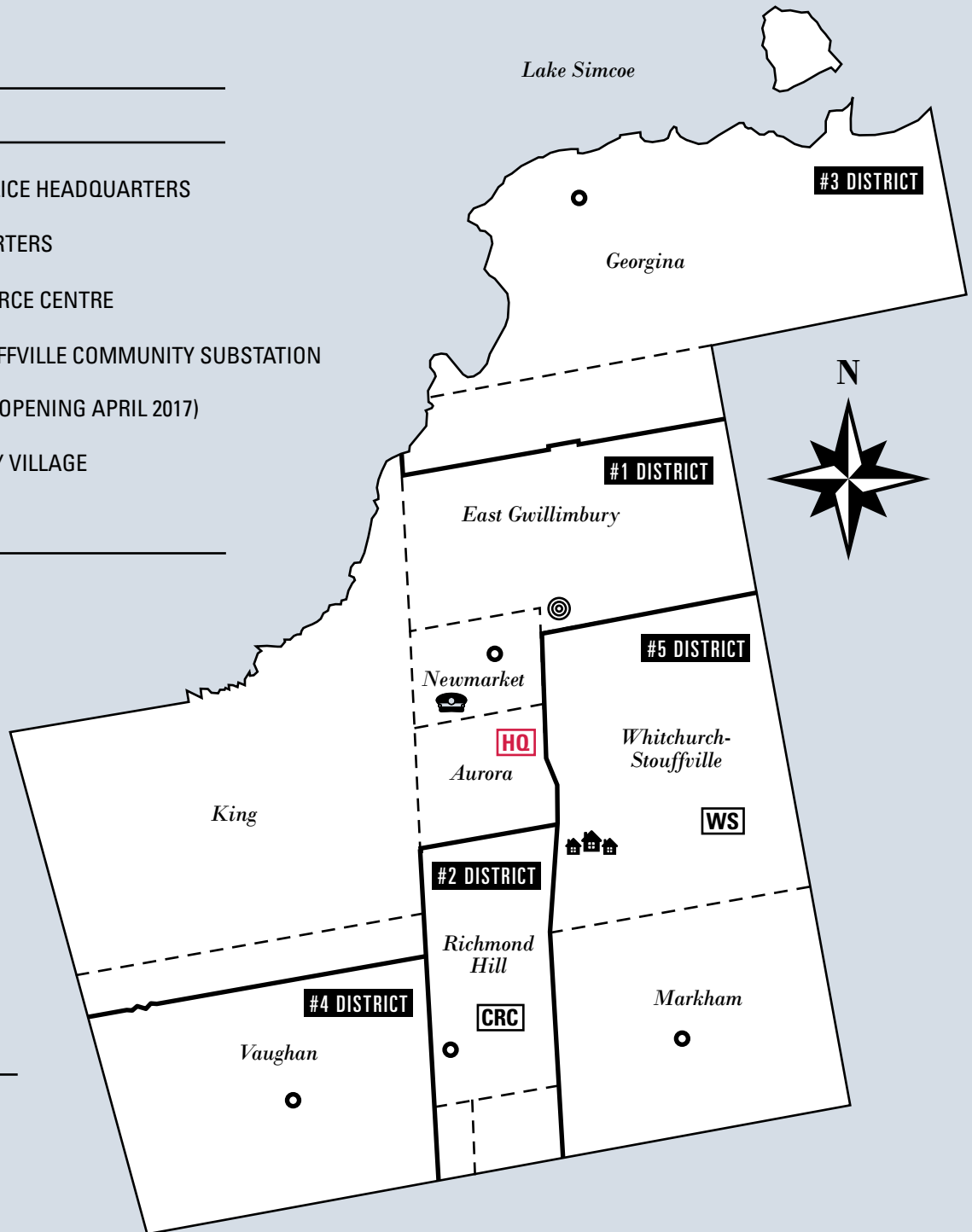
\*Population number based on statistics from June 30, 2016

# DISTRICT MAP OF YORK REGION

York Region's policing jurisdiction consists of 1,756 square kilometres of land and Lake Simcoe, approximately 350 square kilometres. Every day, motorists travel on 530 kilometres of highway and 6,500 kilometres of roads in our region, with almost 10 per cent being rural roads. York Region is also home to more than 450 schools and 300 places of worship.

## LEGEND

- HQ** YORK REGIONAL POLICE HEADQUARTERS
- DISTRICT HEADQUARTERS
- CRC** COMMUNITY RESOURCE CENTRE
- WS** WHITCHURCH-STOUFFVILLE COMMUNITY SUBSTATION
- ◎ TRAINING FACILITY (OPENING APRIL 2017)
- 🏠 COMMUNITY SAFETY VILLAGE
- 🚓 RECRUITING



The northern reaches of #5 District, bordering #1 District, were expanded further north in 2016, as residents living in that area are now served by officers working from the Whitchurch-Stouffville Community Substation.

## POLICING IN OUR REGION:

# A LOOK INTO OUR FUTURE

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**T**o prepare for tomorrow, we must be aware of today's changing landscape and future challenges. Members of York Regional Police Strategic Services Bureau reviewed the internal environment, external social and demographic factors, as well as crime trends, to enhance our understanding of regional and national influences. Our overall goal is to provide superior quality service to the citizens we serve, while responding to the new demands and challenges of an ever-changing world. Moving forward, these trends and influences will have a significant impact on the delivery of police services:

### CRIME AND PUBLIC SAFETY TRENDS

- Ranked lowest in all Crime Severity Index categories among our national comparators
- One of the safest communities in Canada
- Increased focus on human trafficking
- Potential for criminal acts associated with extremism
- Increase in cybercrime
- Increase in fraud
- Emerging and rapidly evolving drug trends
- Sophistication of organized crime

### THE CHANGING LANDSCAPE OF POLICING

- Increased non-criminal related workload, including responding to citizens with mental health issues
- Increased administrative workload
- Continuous improvement and modernization of service delivery
- Ensuring fiscal responsibility
- Ensuring accountability and transparency to our citizens
- Large number of forecasted retirements





# REGIONAL TRENDS AND DEMOGRAPHICS

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## CONTINUED HIGH POPULATION GROWTH

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**54%**

*increase in York Region's population is expected by 2041—a total of 1.7 million up from 1.1 million in 2015.*

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## AGING POPULATION

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**148%**

*increase in the population of seniors in York Region is expected by 2031.*

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## CONTINUED LINGUISTIC AND CULTURAL DIVERSITY

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**MORE THAN 200**

*culturally-diverse groups call York Region home.*

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## WIDENING INCOME GAP

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**68%**

*increase in low-income population between 2000 and 2013.*

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## TRAFFIC GROWTH

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**3.26 MILLION**

*daily trips in personal vehicles were made in York Region from 2012 to 2014. Congestion on arterial roads in the region ranked third-highest when compared to other municipalities in the Greater Toronto Area.*

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## INCREASED INTERACTION WITH VULNERABLE PERSONS AND PERSONS IN CRISIS

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**32%**

*increase in calls for service involving individuals with mental health issues between 2011 and 2015.*

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## HIGHER DENSITY DEVELOPMENT

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**80%**

*increase expected in the number of households in York Region between 2011 and 2041.*

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*For more information on the Regional Municipality of York's priorities please visit [york.ca](http://york.ca) to view the region's 2015 to 2019 Strategic Plan*

# WHAT OUR BUSINESS PLAN MEANS TO YOU

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**B**eyond our core responsibilities set out in the *Police Services Act*, our business plan serves as a strategic roadmap for our organization for the next three years. This plan was created after comprehensive community and member consultation and is the first step in ensuring we keep our resources aligned and focused as we continue to serve our citizens. Delivering on the business plan's objectives and actions while measuring our results are the essential next steps. We track our progress and report publicly to the Police Services Board on an annual basis.

These four cornerstones will help guide us in achieving our objectives, as well as our mission of ensuring our citizens feel safe and secure through excellence in policing:



**COMMUNITY FOCUS**



**OPERATIONAL EXCELLENCE**



**PREFERRED PLACE OF EMPLOYMENT**



**SUPERIOR QUALITY SERVICE**

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*The Police Services Board is required to prepare a business plan at least once every three years in accordance with section 30(1) of Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services, under the Police Services Act.*

## HIGHLIGHTS OF THE 2017–2019 YORK REGIONAL POLICE BUSINESS PLAN

- Maintenance of a high level of public trust and satisfaction
- Greater emphasis on youth engagement
- Focus on evolving and serious crime
- Effective and efficient delivery of service
- Continuous improvement and modernization of business processes
- Inclusivity and partnerships with diverse communities
- Healthy and supportive work environment



“We are so fortunate that we have such a thoughtful and caring police service. Please accept my heartfelt thanks.”

*YORK REGION RESIDENT*

# WHAT WE HEARD FROM OUR COMMUNITY

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**Y**ork Regional Police believes in the value of community consultation. Over the last three years, we have engaged with our community, partners and businesses in a variety of ways including workshops, focus groups and community and business surveys. The feedback provided by community members helps keep us informed about current concerns and guides our strategic priorities.

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## AREAS OF PRIORITY FROM COMMUNITY CONSULTATIONS, INCLUDE:

- Increasing education for new Canadians about Canadian laws and police programs
  - Maintaining a connection to youth through engagement and enhanced interactions
  - Increasing education and community awareness around crime prevention and personal safety
  - Continuing use of social media to connect with community members
  - Staying current with emerging technologies
  - Ensuring members of York Regional Police reflect the diversity of the communities we serve
  - Identifying and implementing efficiencies within York Regional Police
  - Enhancing police presence in areas of concern
- 

*To view the results of the 2016 Community Survey, visit [yrp.ca](http://yrp.ca) and select Community > Public Survey Results.*

## SURVEYING OUR COMMUNITIES

York Regional Police surveyed residents of York Region to garner their opinions on policing and crime in their neighbourhoods. The 2016 Community Survey was distributed to 12,000 randomly selected households and included questions about citizens' needs, experiences and priorities to measure our success.

## THE TOP FIVE POLICING PRIORITIES OF COMMUNITY SURVEY RESPONDENTS ARE:

1. Crimes against property
2. Traffic safety/enforcement
3. Violent crime
4. Fraud
5. Drug control/enforcement



“Every day on my way to or from work, I see a York Regional Police vehicle in the area calmly driving along or pulled over. It makes me feel safe and comfortable living and working in York Region, knowing you’re looking out for our communities.”

*YORK REGION RESIDENT*

# WHAT WE HEARD FROM OUR MEMBERS

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**I**n 2016, York Regional Police used a variety of methods to consult with our members and collect their valued feedback and suggestions. Information is exchanged at breakfast meetings with the Executive Command Team, in focus groups and through committee participation, social media and organizational surveys. Last year, all members of York Regional Police were invited to participate in an internal survey in which they were asked to give their opinion about areas such as public engagement, service delivery and their work environment.

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## THE TOP FIVE AREAS IN WHICH MEMBERS FELT YRP EXCELS AT:

1. Community engagement and relationship building
  2. Member support and benefits
  3. Training, equipment and facilities
  4. Public appearance and reputation
  5. Supporting and encouraging diversity and inclusivity
- 



## THE TOP FIVE AREAS ON WHICH OUR MEMBERS FELT YRP SHOULD FOCUS ON:

1. Ensuring equitable recruitment and promotional processes
  2. Organizational communication
  3. Ensuring high employee morale
  4. Consistency in holding members accountable
  5. Enhancing operational excellence
- 

“As I approach the end of my career at York Regional Police, I am thankful for the privilege to have been part of this organization. I look at my experiences and appreciate all of them. I often tell my family that we are blessed that we have good jobs with such great people to work with.”

*MEMBER OF YORK REGIONAL POLICE*





“I had an opportunity to deal with the police regarding our home that was broken into last year and was so impressed with their professionalism. We were treated with the utmost respect and genuine empathy!”

*YORK REGION RESIDENT*



# SURVEY HIGHLIGHTS

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## 2016 COMMUNITY SURVEY



94%

*Satisfaction rate*

96%

*of respondents have a high level of confidence in York Regional Police*

89%

*of respondents feel they receive good value for their tax dollar*

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## 2015 BUSINESS SURVEY



93%

*Satisfaction rate*

95%

*of respondents agree York Regional Police officers are respectful, courteous and professional*

90%

*of respondents felt their business location was safe*

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## 2016 MEMBER SURVEY



93%

*of respondents are proud to be a member of York Regional Police*

95%

*of respondents feel that York Regional Police provides a high quality of service to residents in York Region*

92%

*of respondents enjoy the work they do*

LOOKING BACK:

# WHAT WE ACCOMPLISHED BETWEEN 2014 AND 2016

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## COMMUNITY FOCUS



- Administered contests to encourage interaction between youth and police
- Incorporated Ontario's Community Mobilization and Engagement Model in all crime prevention presentations to public and external partners
- Developed a partnership with York Region Welcome Centres to engage with new Canadians
- Provided crisis intervention training to police officers
- Created the *United* superhero
- Established a Mental Health Issues collaborative working group
- Administered the Youth Leadership Camp
- Collaborated with the York Region Bully Prevention Partnership



## OPERATIONAL EXCELLENCE



- Implemented Data Driven Approaches to Crime and Traffic Safety (DDACTS)
- Conducted various projects, initiatives, task-force operations and joint-forces operations to detect, disrupt and dismantle organized crime
- Established the Real-Time Operations Centre (RTOC)
- Developed a framework to implement a Business Intelligence strategy
- Established the new civilian Forensic Identification Assistant program
- Revised our call prioritization process
- Conducted a frontline workload analysis and implemented a new sector-based service delivery model
- Provided incident management system training to members

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 **PREFERRED PLACE OF EMPLOYMENT**



- Recognized as one of the 2016 Greater Toronto Area's Top Employers
- Implemented a new student cadet program
- Provided Road to Mental Readiness (R2MR) training to all members to assist in mental health awareness
- Implemented Internal Support Networks (ISNs)
- Established an internal Peer Support Team
- Implemented a career mentoring pilot program
- Created a spousal support network
- Continued to implement greening initiatives throughout the organization

 **SUPERIOR QUALITY SERVICE**



- Upgraded our radio system
- Developed a Communications Strategy for both internal and external communications which includes crisis communications and social media strategies
- Created a modern, functional York Regional Police website
- Reviewed and streamlined our processes for responding to Silent 9-1-1 calls and Alarm calls
- Implemented text-to-911 capabilities for residents who are deaf, deafened or hard of hearing
- Increased hate crime awareness training
- Implemented new scheduling software
- Provided members with ethics awareness training

# COMMUNITY FOCUS



York Regional Police is dedicated to building meaningful and respectful connections with the citizens of York Region. Moving forward, we will enhance the well-being and safety of our community members by implementing programs that engage our diverse communities.

OBJECTIVES	ACTIONS
<p><b>1.</b> To maintain public trust and confidence through community engagement</p>	<p><b>1.a</b> Enhance engagement, communication and outreach with our community to promote the sharing of information and mutual respect</p> <p><b>1.b</b> Increase our interaction with children, youth, seniors, persons with disabilities, victims and other vulnerable populations</p> <p><b>1.c</b> Provide greater police presence in the community to improve public safety</p>
<p><b>2.</b> To continue developing partnerships within the community focused on a shared sense of ownership for crime prevention and community safety</p>	<p><b>2.a</b> Enhance awareness to the public on our reporting tools, community resources and programs</p> <p><b>2.b</b> Empower our community partners and leverage their knowledge and resources to proactively manage issues that have an impact on the community</p> <p><b>2.c</b> Encourage collaboration with our community and policing partners to enhance the capacity of the community to address safety and crime issues</p>
<p><b>3.</b> To engage youth and community partners to encourage positive police and youth relations</p>	<p><b>3.a</b> Implement strategies that promote positive and respectful relationships, fostering a safe environment for youth in our community</p> <p><b>3.b</b> Increase engagement and collaboration with youth using interactive tools like social media</p> <p><b>3.c</b> Provide greater awareness and education to community partners and parents on crime prevention and personal safety for youth</p>

# OPERATIONAL EXCELLENCE



Our organization is committed to enhancing and modernizing our operations to accomplish our mission of ensuring that citizens are safe and secure through excellence in policing. We will make a difference in our community by addressing crime concerns, enforcing traffic safety and preparing for potential future threats.

OBJECTIVES	ACTIONS
<p><b>1.</b> To enhance crime detection, suppression and enforcement activities through evidence-based decision making</p>	<p><b>1.a</b> Utilize intelligence-based approaches and data to address crimes that affect the community</p> <p><b>1.b</b> Identify and act upon evolving risks to the community, such as drug production, fraud, cybercrime, human trafficking, organized crime, and our response to persons in crisis</p> <p><b>1.c</b> Optimize the use of data to strategically address traffic enforcement and promote traffic safety priorities</p>
<p><b>2.</b> To manage and deploy resources in a responsible and sustainable way</p>	<p><b>2.a</b> Implement the new patrol service delivery model and ensure its continuous evaluation</p> <p><b>2.b</b> Collaborate with partners to ensure we are fully prepared and trained to respond to large-scale events and emergencies in the community</p> <p><b>2.c</b> Effectively deploy and ensure ongoing review of resources to balance workload</p>
<p><b>3.</b> To enhance organizational effectiveness and reinforce our high standard of professionalism</p>	<p><b>3.a</b> Implement an organization-wide ethics framework</p> <p><b>3.b</b> Utilize data and tools such as business intelligence to support organizational effectiveness and performance</p> <p><b>3.c</b> Ensure a high level of customer service and professionalism when interacting with the public</p>

# PREFERRED PLACE OF EMPLOYMENT



To ensure our members accomplish their short and long-term objectives, we must remain focused on their well-being and continue to promote professionalism and respect at every level of the organization. York Regional Police is committed to providing a supportive, inclusive and responsive working environment that will allow us to remain a preferred place of employment for years to come.

OBJECTIVES	ACTIONS
<p><b>1.</b> To promote York Regional Police as an equitable and inclusive employer</p>	<p><b>1.a</b> Deliver equitable and inclusive recruitment initiatives to reflect our diverse communities</p> <p><b>1.b</b> Collaborate with diverse community partners to promote policing as a desirable profession</p> <p><b>1.c</b> Implement internal strategies and initiatives that promote the values of equality, diversity and social inclusion</p>
<p><b>2.</b> To provide learning and personal growth opportunities that strengthen members' skills and core competencies</p>	<p><b>2.a</b> Advance the use of technology and tools to provide alternative training and learning opportunities for members</p> <p><b>2.b</b> Enhance our leadership training</p> <p><b>2.c</b> Build sustainable and collaborative community partnerships that support and celebrate our diverse communities</p>
<p><b>3.</b> To create a healthy and engaging workplace</p>	<p><b>3.a</b> Enhance awareness and understanding of health and wellness services to all members and their families</p> <p><b>3.b</b> Develop meaningful ways to improve the impact of employee engagement</p> <p><b>3.c</b> Continue to encourage a work environment that promotes dignity and respect</p>

# SUPERIOR QUALITY SERVICE



We continue to enhance our capacity by utilizing technological advancements, modernizing and streamlining our internal processes. We are committed to and continue to provide excellence in policing and superior quality service to residents and business owners in York Region.

OBJECTIVES	ACTIONS
<p><b>1.</b> To support the modernization of policing throughout the organization</p>	<p><b>1.a</b> Review and evaluate key business processes and programs to improve efficiencies</p> <p><b>1.b</b> Examine innovative ways to deliver our services through alternative methods</p> <p><b>1.c</b> Ensure a culture of risk management is embedded in our processes and practices</p>
<p><b>2.</b> To use existing and emerging technologies to achieve our strategic and operational objectives</p>	<p><b>2.a</b> Explore alternative options for communication and reporting</p> <p><b>2.b</b> Leverage more technology options that advance our members' effectiveness and efficiency</p> <p><b>2.c</b> Enhance connectivity and co-ordinate resources with our community partners</p>
<p><b>3.</b> To ensure policing practices respond to our changing community</p>	<p><b>3.a</b> Improve our members' knowledge of the social and community issues in the neighbourhoods they police</p> <p><b>3.b</b> Enhance our relationships with new Canadians in order to promote trust in police</p> <p><b>3.c</b> Further prepare the organization to address regional changes associated with urban intensification</p>

# CORNERSTONE MEASUREMENTS

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## COMMUNITY FOCUS



- Community satisfaction and confidence rate
  - Number of mental health crisis calls to 9-1-1
  - Number of follow-ups completed by York Regional Police social workers
  - Number of referrals to Victim Services of York Region
  - Feedback from community partners and crime prevention program participants
  - Feedback from youth and community partners regarding youth engagement
  - Number of youth recommended to the Community Referral Program
- 

## OPERATIONAL EXCELLENCE



- Total reported Criminal Code incidents per 100,000 population
- Ranking in all Crime Severity Index categories
- Feedback from members on the effective use of data and tools
- Minimum staffing level compliance
- Number of joint emergency-preparedness exercises
- Feedback from members on the performance appraisal process
- Member survey results of accountability perception





# CORNERSTONE MEASUREMENTS

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## PREFERRED PLACE OF EMPLOYMENT



- Number of job applications received
  - Top employer recognition(s) received
  - Feedback from members on quality of learning and growth opportunities
  - Feedback received regarding the newly created York Leads training program
  - Member survey results
  - Feedback from members on engagement through surveys and focus groups
  - Number of proactive district initiatives
- 

## SUPERIOR QUALITY SERVICE



- Efficiencies made to business processes and practices
- Total cost for police services per capita
- Number of risk-management presentations to our members
- Effective implementation and use of new technologies and tools
- Number of social media followers (e.g., Facebook, Twitter, Instagram)
- Community feedback on our engagement with diverse communities
- Number of presentations and initiatives at Welcome Centres and community events



# RELATED PLANS AND BUDGET

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## BUDGET AND FINANCIAL PLAN

The following three-year budget forecast provides the estimated operating and capital costs to implement our business planning initiatives and provide adequate and effective policing in York Region. Any additional costs of implementing this plan, above and beyond the estimated budget forecast, will be identified during the annual budget process.

The Capital Budget, which is approved by the Police Services Board, includes the following plans:




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## 20-YEAR FACILITY STRATEGY AND FACILITIES MANAGEMENT PLAN

The 20-year Facility Strategy is a comprehensive facilities master location plan to the year 2036. It informs current and future planning for the optimal location of police facilities that address short and long-term needs.

The Facilities Management Plan addresses the annual operational facility needs of the organization. Its purpose is to maintain safe and accessible facilities and address operational requirements for the maintenance of systems. It addresses construction, renovation or alteration work that adds value and ensures compliancy to the *Ontario Building Code*, including the *Accessibility for Ontarians with Disabilities Act*. Annual status reports for the facilities plans are provided to members of the Executive Command Team and the costs associated are included in the 10-year Capital Plan, which is approved by the Police Services Board.

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*To view any of our past publications or reports online, please visit [yrp.ca/publications](http://yrp.ca/publications)*

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## INFORMATION TECHNOLOGY PLAN

Information Technology aligns its three-year technology plan with the strategic business requirements identified in the 2017-2019 York Regional Police Business Plan. We continue to research and evolve to address the latest trends in the rapidly and constantly changing world of technology. Keeping our data and processes associated with the business functionality current, we ensure the security and integrity of the infrastructure and create meaningful data analytics.

BUDGET FORECAST					
YEAR	CAPITAL BUDGET <i>(In Millions)</i>	OPERATING BUDGET <i>(In Millions)</i>	NUMBER OF OFFICERS	NUMBER OF CIVILIANS	COST PER CAPITA
2017	\$22.5	\$310.9	1,610	635	\$285
2018	\$22.3	\$324.1	1,626	641	\$292
2019	\$30.9	\$335.3	1,642	647	\$296



“Any interaction I’ve had with York Regional Police has been very positive. The officers are friendly, polite and make me feel safe.”

*A RESIDENT OF YORK REGION*

# SAYING THANK YOU



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## IN CONCLUSION

We are confident that the objectives and actions contained in our 2017–2019 Business Plan will improve our delivery of police services.

Through our collective commitment and continued partnerships, we are dedicated to making a difference in our community.

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## SAYING THANK YOU

We would like to extend special thanks to the many individuals, groups and organizations who helped us develop the 2017–2019 Business Plan, including:

- Members of the Police Services Board for their guidance and participation in the business planning process
- The citizens of York Region and members of York Regional Police who attended focus groups and consultations and those who completed the Community Survey, Business Survey and Member Survey for their invaluable input
- Business Plan Steering Committee members whose ideas and input helped us develop our objectives and actions
- Members and citizens who provided feedback on the draft Business Plan
- The Executive Command Team
- Members and management of the Strategic Services and Corporate Communications Bureaus
- Planners: Jennifer Gotlieb, Steven Pinto and Andrew Sansalone

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*To pick up a hardcopy of our latest annual report or community calendar, visit your local policing district, headquarters or the Community Resource Centre.*

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## STAY CONNECTED WITH YORK REGIONAL POLICE

Do you want to keep informed and see how York Regional Police makes a difference in your community every day? Visit [yrp.ca](http://yrp.ca) to learn more about our police service, or follow us on social media:

**Facebook:** OfficialYRP

**YouTube:** OfficialYRP

**Twitter:** @YRP

**Instagram:** @OfficialYRP

To subscribe to news releases, view a crime map of York Region or view current motor vehicle collisions, visit [yrp.ca/NewsCentre](http://yrp.ca/NewsCentre).



“Your service has a very difficult job to do at the best of times. We certainly appreciate the dedication your members display every day.”

*A COMMUNITY GROUP LEADER*



表現就是明證

ਕਰਮ ਬੋਲਦੇ ਹਨ

Дела говорят сами за себя

Parlano i fatti

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Nos actions, nos émissaires

عمل گویاست

Deeds Speak



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