



YORK REGIONAL POLICE
BUSINESS PLAN
2014–2016

ایجاد یک تغییر در جامعه

Ciò che fa la differenza nella nostra comunità

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Making a difference in our community

ਆਪਣੇ ਸਮੁਦਾਏ ਵਿੱਚ ਬਦਲਾਵ ਲਿਆਉਣਾ

Приносить пользу обществу

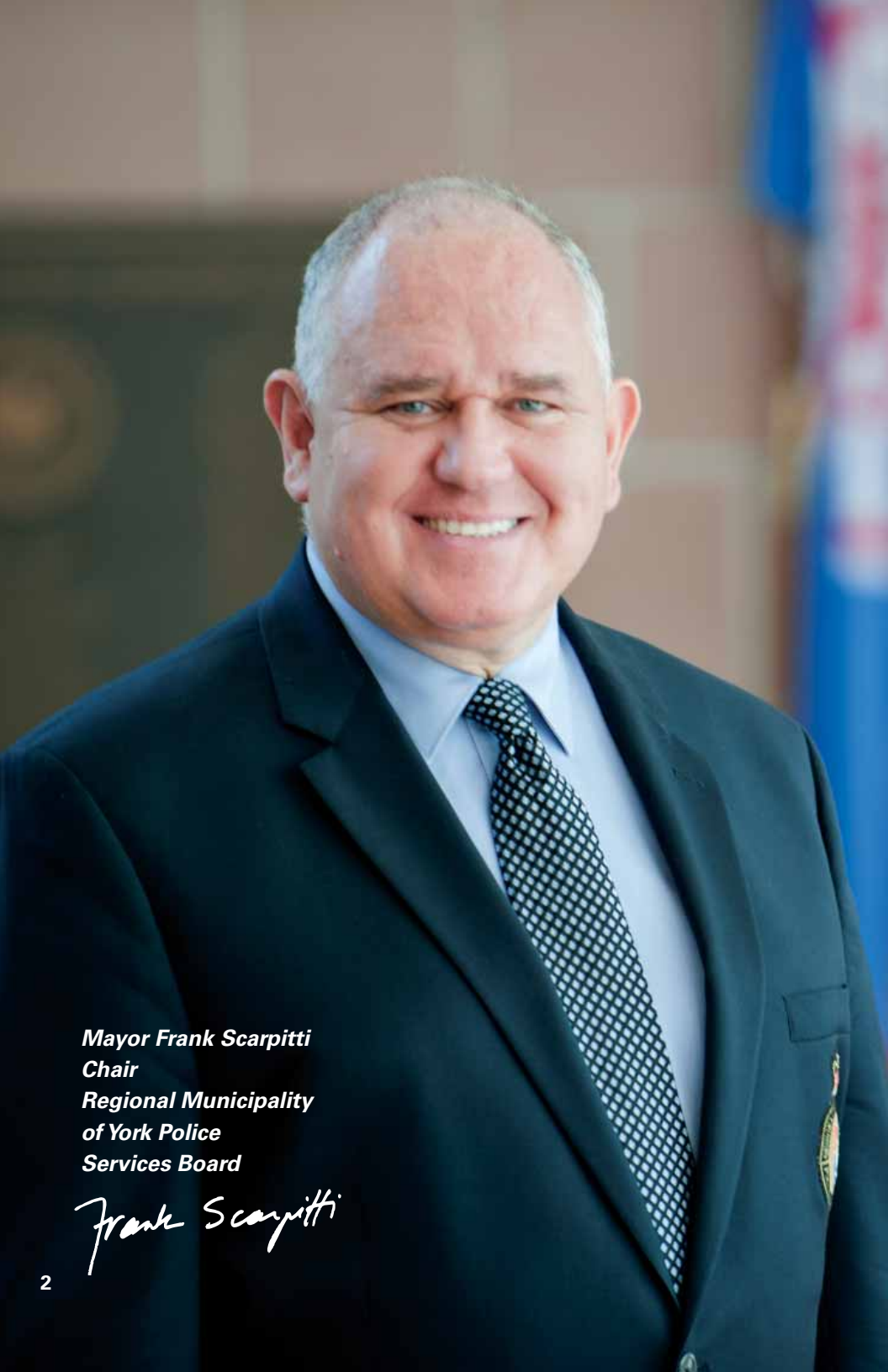
令我們的社區不再一樣

Faire une différence dans notre communauté



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Mayor Frank Scarpitti
Chair
Regional Municipality
of York Police
Services Board

Frank Scarpitti

MESSAGE FROM THE CHAIR OF THE POLICE SERVICES BOARD

On behalf of the Regional Municipality of York Police Services Board, I am pleased to present the 2014-2016 Business Plan for York Regional Police.

This Business Plan was developed in consultation with York Region residents as well as business and community partners and members of York Regional Police through a series of surveys, meetings and consultations.

The board's goal is to provide high-quality and cost-effective policing services today and into the future.

Important priorities include crime prevention, safe streets and safe schools, community policing and drug enforcement.

We thank you for your interest in York Regional Police and look forward to fulfilling the commitments and building on the successes of existing partnerships, adjusting services where needed and making a positive difference in our communities through transparency, professionalism and accountability.

MESSAGE FROM THE CHIEF OF YORK REGIONAL POLICE

I am pleased to present the 2014-2016 Business Plan for York Regional Police. This is our sixth Business Plan since adopting our long-term Strategic Plan in 1998. The new 2014-2016 Business Plan highlights our past accomplishments and sets a roadmap for our future.

York Region has the proud distinction of not only being one of Canada's most diverse communities, but also one of its safest. York Regional Police is comprised of close to 2,100 valued members and more than 550 dedicated volunteers who provide crime prevention, community support and law enforcement services to more than 1.1 million citizens.

Building upon the organization's vision to make a difference in our community, our plan considers the needs of the citizens of York Region by ensuring that our neighbourhoods, our roads and our schools remain safe for everyone.

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 staff.

The strategic priorities identified in the Business Plan will ensure York Region remains safe for years to come.

Deeds Speak.



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

WHAT OUR BUSINESS PLAN MEANS TO YOU

Our 2014–2016 Business Plan will allow us to meet our policing challenges and keep our resources aligned to our strategic priorities. The plan will communicate to the public and York Regional Police members where the organization is headed in the future and how it will get there.

Our priorities and efforts are aligned to our four cornerstones of success:

Community Focus
Operational Excellence
Preferred Place of Employment
Superior Quality Service

Our four cornerstones enhance our ability to deliver policing services effectively and efficiently to our residents. The cornerstones demonstrate our commitment to our vision to make a difference in our community.

Highlights of the 2014–2016 York Regional Police Business Plan

- Continued emphasis on crime prevention
- Targeting serious and organized crime
- Greater emphasis on youth engagement
- Enhanced services for victims
- Efficient business processes
- Inclusivity and partnerships with diverse communities
- Maintenance of a high level of public trust and satisfaction



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

We foster a work environment of respect, open communication, empowerment and inclusivity

COMMUNITY

We engage our citizens and are dedicated to providing quality service

INTEGRITY

We are ethical and respectful in all we say and do

LEADERSHIP

We are leaders in policing and all lead by example

ACCOUNTABILITY

We accept responsibility for our actions

COMPETENCE

We are committed to excellence, professionalism, learning and innovation

TEAMWORK

We succeed by working together and in partnership with our community

Deeds Speak





*"THE INTERNATIONAL DAY FOR
THE ELIMINATION OF RACIAL
DISCRIMINATION WAS INSPIRING
AND CELEBRATED EQUITY,
INCLUSIVENESS AND DIVERSITY."*

— A RESIDENT OF YORK REGION

PROUDLY SERVING A GROWING REGION

York Region is the fastest-growing region in Ontario and third-fastest in Canada. It currently accounts for more than 17 per cent of the Greater Toronto Area's total population. York Region is expected to grow by an additional 41 per cent to 1.6 million residents and 790,000 jobs by 2031.

The current population is more than 1.1 million citizens, making it the sixth-largest municipality in Canada. Our policing jurisdiction consists of 1,756 square kilometres of land and 350 square kilometres of Lake Simcoe.

In 2011, 43 per cent of York Region's residents were of a visible minority. Whitchurch-Stouffville, Vaughan and Markham have experienced the greatest population growth.

*Source: 2011 National Household Survey



YORK REGIONAL POLICE AT A GLANCE

York Regional Police has a long and proud history. On January 1, 1971, 14 municipal police services and the York County Security Police were amalgamated to form one regional police service that has continued the tradition of proud service to York Region residents that has spanned more than 200 years.

We have seen many changes since 1971 such as unprecedented growth in our region, stunning technological advances and the addition of state-of-the-art equipment, like the Air2 helicopter and Marine Unit vessels.

As we adapt and grow, while living our motto of Deeds Speak, we are better able to serve our community.

Today, the nine municipalities of York Region are served by more than 1,500 officers and 570 civilian staff in an organization that is vision-inspired, mission-focused and values-driven.

More than 360 members of York Regional Police speak a second language. Forty seven different languages are spoken by our members.

TOTAL AUTHORIZED STRENGTH (2013)	2088
OFFICERS	1,513
CIVILIANS	575
DEMOGRAPHICS	
AVERAGE OFFICER AGE	39.9
AVERAGE RECRUIT AGE	25.7
OFFICER DIVERSITY	16.5 %
FEMALE OFFICERS	18.7 %
TOTAL FEMALES (INCLUDES CIVILIANS)	33.2 %
OFFICER LENGTH OF SERVICE	
0-9 YEARS	50.4 %
10-19 YEARS	24.8 %
20+ YEARS	24.8 %

ORGANIZATIONAL CHART



PLANNING FOR THE FUTURE

Legislative/Regulatory Framework

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. The Business Plan is required to address the objectives, core business and functions of the police service, including how it will provide adequate and effective police services and must include quantitative and qualitative performance objectives and indicators. Objectives and priorities are generally determined after consultation with the Chief of Police in accordance with section 31(b) of the Act.

A Consultative and Integrative Process

York Regional Police uses a consultative approach to develop our plan. Our plan is responsive to a number of external and internal changes around us and incorporates feedback from citizens and leaders throughout York Region and from our members. It addresses the core business and functions of our police service and includes objectives and actions to ensure the delivery of adequate and effective police services. The Business Plan is implemented under the leadership of the Executive Command Team and will be monitored by the Police Services Board.

“IT WAS A GREAT EXPERIENCE TO MEET WITH THE CHIEF AND THE DEPUTIES. I REALLY APPRECIATE THAT THEY TAKE THE TIME TO LISTEN TO THE QUESTIONS AND CONCERNS OF OUR MEMBERS.”

— A YORK REGIONAL POLICE MEMBER



BUSINESS PLANNING PROCESS

Vision, Mission, Values and Motto



OUR WORKING ENVIRONMENT

By identifying broad external factors such as demographic, social and crime trends, the York Regional Police Business Plan reflects and responds to the growth and change in the population we serve. Our goal is to relate demographic and social trends to the provision of services and allocation of resources. The following trends and influences continue to have a significant impact on the delivery of police services.

*Source: York Regional Police Environmental Scan, York Region Planning Department, National Household Survey and Census

REGIONAL TRENDS & DEMOGRAPHICS

CONTINUED HIGH POPULATION GROWTH

YORK REGION'S POPULATION HAS INCREASED BY **MORE THAN 35%** IN THE LAST 10 YEARS

AGING POPULATION

INCREASING NUMBER OF **VULNERABLE RESIDENTS**

HIGHER DENSITY DEVELOPMENT

CONTINUED DIVERSIFICATION OF ETHNICITY, CULTURE & LANGUAGE

29% OF YORK REGION'S POPULATION SPEAKS A LANGUAGE OTHER THAN ENGLISH OR FRENCH AT HOME

CONTINUED STRONG EMPLOYMENT GROWTH

WIDENING INCOME GAP

TRAFFIC GROWTH

CRIME & RESOURCES

YORK REGION CONTINUES TO BE *ONE OF THE SAFEST COMMUNITIES* IN CANADA

LOW REGIONAL CRIME RATES

YORK REGION'S CRIME RATE CONTINUES TO RANK *AMONGST THE LOWEST* OF THE LARGEST EIGHT POLICE SERVICES IN CANADA

INCREASED
NON-CRIME-RELATED WORKLOAD

98.4% OF RESIDENTS *FEEL SAFE* IN THEIR COMMUNITY

INCREASED
ADMINISTRATIVE WORKLOAD

GENERAL POLICING TRENDS

SOPHISTICATION OF ORGANIZED CRIME
THAT CROSSES JURISDICTIONS

TECHNOLOGY-RELATED CRIMES

GLOBALIZATION—LOCAL IMPACTS

POTENTIAL FOR CRIMINAL ACTS
ASSOCIATED WITH EXTREMISM

INCREASE IN CIVIL DISOBEDIENCE & PUBLIC UNREST

ECONOMICS OF POLICING

FOCUS ON ECONOMIC SUSTAINABILITY

IN 2013, RESIDENTS GAVE YORK REGIONAL POLICE A *SATISFACTION RATE OF 94.8%*

PUBLIC ENGAGEMENT / COMMUNICATION

ENSURING FISCAL RESPONSIBILITY

YORK REGIONAL POLICE CONTINUES TO MAINTAIN THE *LOWEST COST PER CAPITA* AMONGST THE LARGEST EIGHT POLICE SERVICES IN CANADA

EFFICIENCY OF SERVICE DELIVERY

LISTENING TO OUR CITIZENS

York Regional Police conducted a series of community consultation sessions to engage citizens, community organizations, partners and businesses to tell us about their satisfaction with current services and programs. The topics discussed included policing and safety issues affecting those living and working in York Region. They also included the needs and priorities for a safe community over the next several years and suggestions for addressing the challenges in the coming years.

Areas of priority based on community consultations:

- Strong relationships and continued consultation with the community
- Delivery of professional customer service
- Strong connection to youth, at-risk youth and schools
- Education for members about mental health issues
- Increased community awareness and education around police resources, programs and services
- Staying current with emerging technologies
- Use of social media to communicate with youth
- Responsiveness to the region's diverse and growing communities
- Services and information provided in multiple languages
- Resources to combat crimes against youth (i.e. bullying, cyberbullying), seniors, persons with disabilities and vulnerable residents
- Education to the public about methods to report crime

“THE COMMUNITY SURVEY IS A GREAT STEP IN HELPING THE POLICE UNDERSTAND CITIZENS’ CONCERNS.”

— A RESIDENT OF YORK REGION

Surveying our Communities

York Regional Police surveyed the residents of York Region for their opinions on policing and crime in their neighbourhoods. The 2013 Community Survey was randomly distributed to 12,000 households and included questions about citizens' needs, experiences and priorities to measure our success.

The top policing priorities identified by respondents are:

1. Crimes Against Property
2. Violent Crimes
3. Guns and Gangs
4. Drug Control and Enforcement
5. Traffic Safety/Enforcement

Surveying Our Businesses

York Regional Police surveyed the businesses of York Region for opinions on policing and crime. The 2012 Business Survey was randomly distributed to 6,500 business owners.

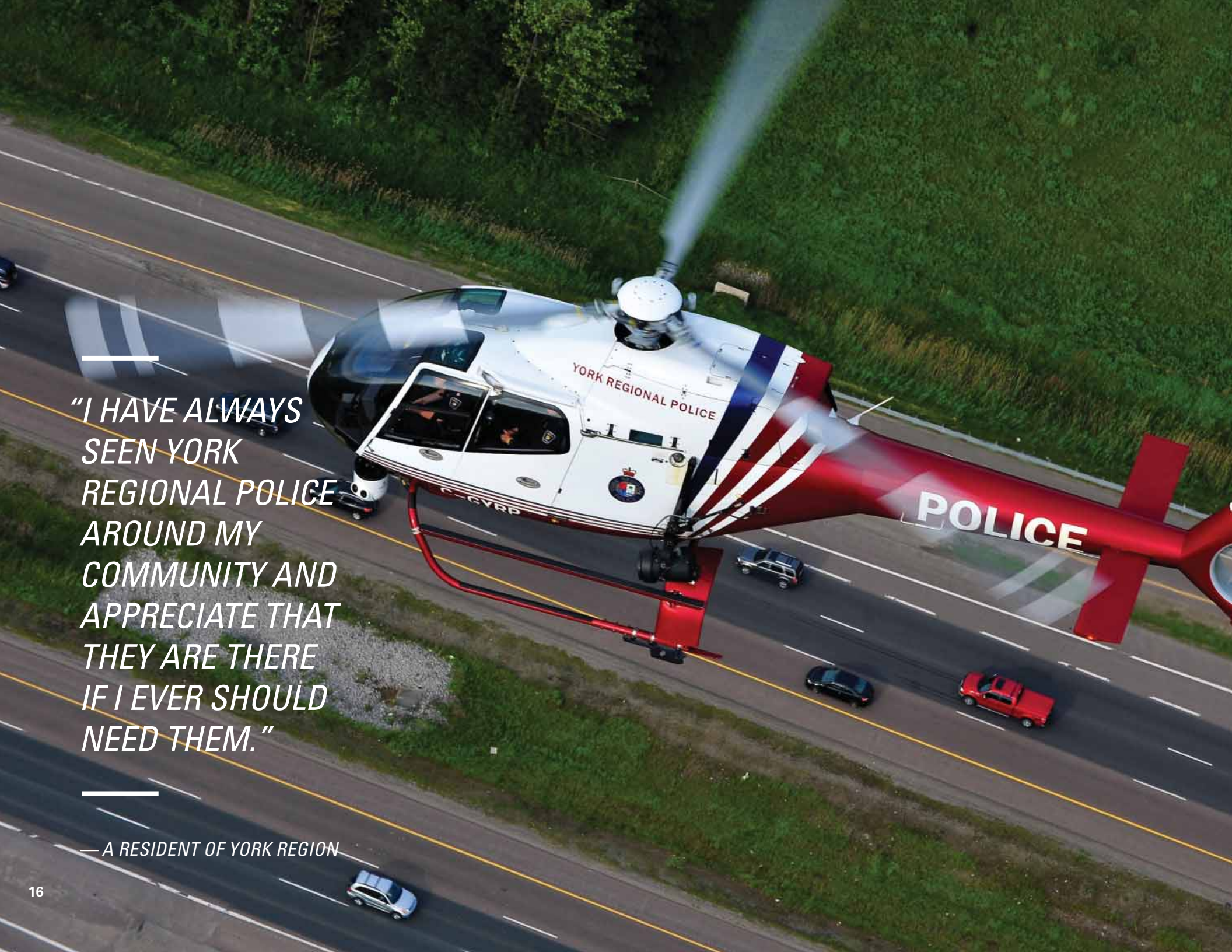
The top policing priorities identified by business owners are:

1. Increased police visibility, especially on foot patrol
2. More education on crime prevention programs
3. Faster response times
4. Enhanced partnerships and increased interaction with local business owners



*“WE FEEL VERY
CONFIDENT BEING
SERVED AND
PROTECTED BY
YORK REGIONAL
POLICE.”*

*— A BUSINESS
OWNER*

An aerial photograph of a York Regional Police helicopter, white with red and blue stripes, flying over a multi-lane highway. The helicopter has "YORK REGIONAL POLICE" and "C-GYRB" written on its side. The word "POLICE" is written in large white letters on the red tail boom. The main rotor blades are blurred from motion. Several cars are visible on the highway below. The surrounding area is green with trees and grass.

*"I HAVE ALWAYS
SEEN YORK
REGIONAL POLICE
AROUND MY
COMMUNITY AND
APPRECIATE THAT
THEY ARE THERE
IF I EVER SHOULD
NEED THEM."*

— A RESIDENT OF YORK REGION

LISTENING TO OUR MEMBERS

York Regional Police consults with its members in many ways on an ongoing basis. Information and ideas are exchanged at breakfast meetings with the Executive Command Team, leadership and team meetings, focus groups, committee participation and organizational surveys. In 2013, all members of York Regional Police were invited to participate in a comprehensive Member Survey. Members were asked to give their feedback in a number of different areas such as job satisfaction, changes and improvements at York Regional Police and how to measure our success.

Issues identified as high priority:

- Providing career planning resources
- Continued focus on health and wellness, including occupation stress injuries and accommodation options
- Increasing focus on positive reinforcement and recognition
- Meaningful feedback during performance appraisals
- Performance management
- Review of the promotional process
- More collaboration between investigators and frontline officers
- Communication and engagement strategies
- Administrative efficiencies
- High-quality equipment and tools
- Review of staffing and deployment levels
- Access to job-specific training

Areas where our members felt we are excelling:

- Providing high-quality service to the citizens of York Region
- Strong commitment to building partnerships and engaging with the communities that we serve
- Support and respect in work units
- Responsive to the changing needs of York Region



2011–2013 BUSINESS PLAN ACCOMPLISHMENTS

COMMUNITY FOCUS	OPERATIONAL EXCELLENCE	PREFERRED PLACE OF EMPLOYMENT	SUPERIOR QUALITY SERVICE
<ul style="list-style-type: none"> • Auxiliary officers and volunteers utilized to communicate crime prevention and safety messages • Partnerships with religious institutions and other community agencies enhanced • The <i>Keeping York Region Safe Together</i> online reporting made more accessible to the community • Interaction with at-risk youth increased • Parent Citizen Academy created • Bullying awareness and education enhanced 	<ul style="list-style-type: none"> • Region-wide Business Watch program established • Initiatives, task-force operations, projects and joint-forces operations conducted to detect, disrupt and dismantle organized crime • Traffic Management Strategy developed and reviewed annually • Partnerships between the Traffic Bureau and York Region Transportation Services and Infrastructure Planning enhanced • Versadex workflow processes reviewed • Patrol staffing workload analysis conducted 	<ul style="list-style-type: none"> • Leadership training program implemented • New civilian orientation program established • Promotional process enhanced • Programs for members in high-stress work environments supported • Patrol vehicle ergonomics improved • Increased interactions between senior management and members 	<ul style="list-style-type: none"> • Enhanced engagement of members in diversity initiatives • Social media sites utilized to communicate and promote awareness • Increased the number of community policing centres and service points within York Region • Maintained ongoing consultation and community collaboration initiatives • Continued involvement in charity work and initiatives • Organizational risk management reviews conducted

A photograph of two York Region police officers in a field. One officer is seated on a motorcycle, wearing a black helmet with a 'GMAX' logo and a dark uniform with 'POLICE' and 'YORK REGION' visible. The other officer is standing, wearing a dark uniform with a peaked cap and a 'YORK REGION POLICE' patch. They are both looking at a document held by the standing officer. The background shows green foliage and a white vehicle.

2014–2016 OBJECTIVES AND ACTIONS

COMMUNITY FOCUS

OBJECTIVES	ACTIONS	MEASURES
<p>1. Crime Prevention Through Community Engagement</p> <p>To continue developing partnerships and building relationships within the community aimed at a shared sense of ownership for crime prevention and community safety.</p>	<p>1.1 Adopt and implement Ontario's Community Mobilization and Engagement Model of Community Policing to mobilize our citizens and partners to engage in crime prevention efforts (Yr 1–3)</p> <p>1.2 Continue consultation and engagement of community, business and diverse groups and/or new Canadians (Yr 1–3)</p> <p>1.3 Work with social agencies, justice and community partners to provide an integrated approach to policing and community issues, including, but not limited to, mental health, addictions and homelessness (Yr 1–3)</p> <p>1.4 Participate in community outreach initiatives (Yr 1–3)</p> <p>1.5 Connect with the community in a variety of formats, (Yr 1–3) including:</p> <ul style="list-style-type: none"> • online • social media • community events <p>1.6 Enhance education and partnership initiatives related to and having an impact on: (Yr 1–3)</p> <ul style="list-style-type: none"> • children • seniors • persons with mental health challenges • persons with disabilities • vulnerable populations <p>1.7 Provide tools and resources for schools, parents and caregivers to promote youth safety (Yr 1–3)</p>	<ul style="list-style-type: none"> • Community satisfaction rate • Number of crime prevention presentations/forums to the community • Number of community partnerships • Feedback from crime prevention program participants • Number of referrals to Mental Health Support Team

COMMUNITY FOCUS

OBJECTIVES	ACTIONS	MEASURES
<p>2. Youth Engagement</p> <p>To collaborate with youth in the region to encourage trust and communication through education and personal interaction.</p>	<p>2.1 Implement Youth Strategy (Yr 1–2)</p> <p>2.2 Encourage youth participation in programs and events (Yr 1–3)</p> <p>2.3 Provide learning opportunities for our youth to help them make healthy lifestyle choices (Yr 1–3)</p> <p>2.4 Support development of leaders within our youth community (Yr 1–3)</p> <p>2.5 Increase engagement of youth officers at school, community and sporting events (Yr 1–3)</p>	<ul style="list-style-type: none"> • Number of Community Safety Village participants • Number of school visits • Number of participants in youth programs • Number of applicants to the Youth Criminal Justice Act (YCJA) Community Referral Program • Youth crime and clearance rates
<p>3. Victim Support Through Community Partnerships</p> <p>To support victims through programs and services that are responsive to children, seniors, persons with disabilities and vulnerable populations.</p>	<p>3.1 Prevent victimization and re-victimization (Yr 1–3)</p> <p>3.2 Increase victims' awareness of services (Yr 1–3)</p> <p>3.3 Work with our community groups and social agencies to help victims of crime (Yr 1–3)</p> <p>3.4 Develop and implement a victims' support strategy (Yr 1–3)</p>	<ul style="list-style-type: none"> • Number of Victim Services referrals • Number of survey respondents who worry about being a victim of crime or have been a victim of crime • Number of survey respondents that feel York Regional Police is sensitive to victims of crime
<p>4. Volunteerism</p> <p>To support and encourage volunteerism by our members and members of our community.</p>	<p>4.1 Provide opportunities for members of the community to volunteer with York Regional Police (Yr 1–3)</p> <p>4.2 Inform members of volunteer opportunities (Yr 1–3)</p> <p>4.3 Develop tools to facilitate engagement of volunteers (Yr 1)</p> <p>4.4 Support and recognize the achievements of volunteers (Yr 1–3)</p>	<ul style="list-style-type: none"> • Number of volunteers • Number of auxiliary members • Number of community and auxiliary volunteer hours • Average annual increase in number of volunteers

*"THE RELATIONSHIP
BETWEEN YORK
REGIONAL POLICE
AND OUR SPECIAL
OLYMPICS ATHLETES IS
A VERY SPECIAL ONE.
OUR LONG-STANDING
PARTNERSHIP TRULY
BENEFITS THE POLICE,
OUR ATHLETES AND THE
ENTIRE COMMUNITY."*

— GLENN MACDONNELL
SPECIAL OLYMPICS ONTARIO






OPERATIONAL EXCELLENCE

OBJECTIVES	ACTIONS	MEASURES
<p>1. Targeting Crime</p> <p>To be operationally prepared to address existing and emerging crime problems and trends that are of greatest risk to the community.</p>	<p>1.1 Intelligence-based deployment of resources (Yr 1–2)</p> <p>1.2 Enhance crime strategies focused on gang and organized crime activity (Yr 1–2)</p> <p>1.3 Increase utilization of the Community Mobilization and Engagement Model through proactive enforcement (Yr 1–2)</p> <p>1.4 Effectively implement technologies and innovative strategies along with partners to enhance policing operations and investigations (Yr 1–3)</p>	<ul style="list-style-type: none"> • Police-reported crime rates <ul style="list-style-type: none"> • Violent crime and clearance rates • Property crime and clearance rates • Crime Severity Index • National and provincial crime rate ranking
<p>2. Traffic Safety</p> <p>To promote road safety through strategic traffic enforcement, education and community engagement.</p>	<p>2.1 Implement an enhanced Traffic Management Strategy (Yr 1–2)</p> <p>2.2 Raising public awareness and commitment to road safety (Yr 1–3)</p> <p>2.3 Ongoing education, communication and collaboration among stakeholders and partners (Yr 1–3)</p> <p>2.4 Develop and implement geomatic mapping and analysis portal capabilities to conduct data-driven analysis (Yr 1–3)</p> <p>2.5 Implement the Strategic Traffic Enforcement Program, which focuses efforts based on identified locations, determined through traffic pattern analysis, collision analysis and community-generated concerns (Yr 1–3)</p>	<ul style="list-style-type: none"> • Reported changes in fatal motor vehicle collisions • Reported changes in motor vehicle collisions causing injuries • Reported changes in motor vehicle collisions causing property damage • Number of annual traffic-related initiatives • Number of community survey respondents who indicate they are aware of traffic initiatives • Number of Road Watch complaints received

OPERATIONAL EXCELLENCE

OBJECTIVES	ACTIONS	MEASURES
<p>3. Responsive and Sustainable Police Services</p> <p>To ensure effective and efficient service delivery that is responsive to the growth and changing demographics of the community.</p>	<p>3.1 Improve availability of frontline resources based on workload analysis, findings and recommendations (Yr 1)</p> <p>3.2 Conduct a workload and staffing review of investigative functions (Yr 1–2)</p> <p>3.3 Establish information-sharing process with regional/municipal partners to monitor population growth and socio-economic development (Yr 1–3)</p>	<ul style="list-style-type: none"> • Cost of policing per citizen • Data on average response time to calls for service by priority level • Number of community survey respondents who have seen police on patrol in the community • Number of community survey respondents who indicated they receive good value for tax dollars
<p>4. Performance Management</p> <p>To continue to review and enhance performance-management processes and measurements.</p>	<p>4.1 Implement training on new Performance Management System (Yr 1–2)</p> <p>4.2 Establish a process to annually review service-level priorities and performance (Yr 1–2)</p> <p>4.3 Implement a new performance measurements framework (Yr 1–2)</p>	<ul style="list-style-type: none"> • Supervisors trained in performance management • Feedback from members and supervisors on new performance management system
<p>5. Major Events and Emergency Response Management</p> <p>To maintain capacity to respond to large-scale events and emergencies in the community.</p>	<p>5.1 Maintain effective Emergency Planning and Response Management processes (Yr 1–2)</p> <p>5.2 Partner with municipal groups and related service providers to conduct mock exercises and training (Yr 1–3)</p> <p>5.3 Continue to participate in joint public safety response and public order maintenance exercises and training (Yr 1–3)</p> <p>5.4 Develop and implement Incident Command Training for all frontline supervisors (Yr 1–2)</p>	<ul style="list-style-type: none"> • Number of joint training and emergency planning exercises • Number of supervisors trained on critical incident response



*“ALL YOUR HARD WORK IN
THE COMMUNITY IS EVIDENT.
YORK REGIONAL POLICE
HAS DEMONSTRATED THAT
COMMUNITY SAFETY IS YOUR
NUMBER ONE PRIORITY.”*

— A RESIDENT OF YORK REGION



PREFERRED PLACE OF EMPLOYMENT

OBJECTIVES	ACTIONS	MEASURES
<p>1. Recruitment</p> <p>To ensure that we attract and retain the highest-quality members who reflect the diversity of the community we serve.</p>	<p>1.1 Develop new recruitment strategy initiatives to attract members that are proportionally representative of our diverse communities (Yr 1–2)</p> <p>1.2 Review the civilian hiring process to identify possible efficiencies (Yr 1)</p> <p>1.3 Enhance the Uniform Recruiting Community Advisory Committee (Yr 1)</p>	<ul style="list-style-type: none"> • Percentage of officers from diverse communities • Number of applicants from diverse communities • Number of targeted recruiting initiatives
<p>2. Education and Training</p> <p>To provide learning and growth opportunities that strengthen member skills and core competencies.</p>	<p>2.1 Identify opportunities for training related to job-specific tasks (Yr 1–3)</p> <p>2.2 Implement the new coach and recruit training program (Yr 1)</p> <p>2.3 Implement uniform reclassification training (Yr 1)</p> <p>2.4 Incorporate professional code of ethics into Training Strategy (Yr 1–2)</p> <p>2.5 Continue opportunities for career development, including leadership training and mentoring (Yr 1–3)</p> <p>2.6 Incorporate customer service and community interaction into Training Strategy (Yr 1–2)</p>	<ul style="list-style-type: none"> • New training opportunities developed and delivered for civilian members • Number of complaints against officers • Number of mentoring relationships established

PREFERRED PLACE OF EMPLOYMENT

OBJECTIVES	ACTIONS	MEASURES
<p>3. Staff Development</p> <p>To improve and utilize the knowledge, skills and experience of our employees to meet the needs of the organization on an ongoing basis.</p>	<p>3.1 Increase capacity for career planning (Yr 3)</p> <p>3.2 Implement an internal support network (Yr 2)</p> <p>3.3 Acquire a talent-management system (Yr 1-3)</p> <p>3.4 Conduct early forecast of human resource gaps to be filled (Yr 1)</p> <p>3.5 Ongoing consultation and communication related to the promotional process (Yr 1-3)</p> <p>3.6 Comprehensive review of organizational impact of the staff development process (Yr 1-3)</p> <p>3.7 Continuous improvement to performance appraisal process (Yr 1-3)</p>	<ul style="list-style-type: none"> • Number of career-planning workshops • Feedback from members in surveys and meetings
<p>4. Healthy Work Environment</p> <p>To support the well-being and safety of all our members.</p>	<p>4.1 Develop an Occupational Stress Injury Strategy (Yr 1-2)</p> <p>4.2 Continue implementation of health and wellness best practices (Yr 1-3)</p> <p>4.3 Increase awareness and understanding of the accommodations process (Yr 1-2)</p> <p>4.4 Maintain adequate facilities and equipment that reflect the needs and concerns of members (Yr 1-3)</p> <p>4.5 Recognize members who promote professionalism and our values (Yr 1)</p> <p>4.6 Implement Long-term Facilities Plan (Yr 1-3)</p>	<ul style="list-style-type: none"> • Percentage of working hours lost to sickness for police officers • Percentage of working hours lost to sickness for civilians • Percentage of working hours lost from a workplace injury • Percentage of member survey respondents who agree York Regional Police recognizes the importance of employee health and wellness





*"THE VISUAL
PRESENCE OF
YORK REGIONAL
POLICE IS THE BEST
DETERRENT TO
CRIME. KEEP UP
THE GOOD WORK."*

— A RESIDENT OF YORK REGION

SUPERIOR QUALITY SERVICE

OBJECTIVES	ACTIONS	MEASURES
<p>1. Continuous Improvement</p> <p>To ensure continuous improvement to business practices and processes.</p>	<p>1.1 Evaluate and enhance integration of key business processes to improve efficiencies (Yr 1–3)</p> <p>1.2 Continue development of risk-management capabilities (Yr 1–3)</p> <p>1.3 Implement new radio system (Yr 1–2)</p> <p>1.4 Evaluate and review programs and pilot projects (Yr 1–3)</p>	<ul style="list-style-type: none"> • Number of initiatives resulting in efficiencies • Number of risk-management reviews • Compliance with audit and program evaluation recommendations
<p>2. Communications</p> <p>To implement the internal/external Communications Strategy to improve awareness and communication of services, programs and initiatives.</p>	<p>2.1 Implement Communications Strategy recommendations that address internal communications challenges (Yr 1)</p> <p>2.2 Implement Communications Strategy recommendations that address external communication challenges (Yr 1)</p> <p>2.3 Effective use and awareness of online and emerging communications technologies to engage the community and our members (Yr 1–3)</p> <p>2.4 Improve the York Regional Police website and corporate intranet (Yr 1–2)</p>	<ul style="list-style-type: none"> • Member and public satisfaction with communication products • Number of social media followers and interactions • Number of newspaper articles that reference York Regional Police

SUPERIOR QUALITY SERVICE

OBJECTIVES	ACTIONS	MEASURES
<p>3. Diversity and Inclusion</p> <p>To ensure that we provide inclusive and equitable services to all our members and our diverse communities.</p>	<p>3.1 Enhance partnerships with diverse communities (Yr 1–3)</p> <p>3.2 Integrate diversity awareness into new and existing training programs for all members to increase organizational cultural competence (Yr 1–2)</p> <p>3.3 Ensure accessibility of facilities and services by all citizens and community groups (Yr 1–3)</p> <p>3.4 Provide information to the community in different formats and languages (Yr 1)</p> <p>3.5 Establish a Diversity, Equity and Inclusion Specialist (Yr 1)</p>	<ul style="list-style-type: none"> • Number of community events attended • Number of community events hosted • Number of staff participating in diversity training • Feedback from Accessibility Advisory Committee • Event participant feedback
<p>4. Technology</p> <p>To continue to use existing and emerging technologies and implement the Technology Plan to achieve our strategic and operational objectives.</p>	<p>4.1 Implement Technology Plan (Yr 1–3)</p> <p>4.2 Ensure emerging technologies meet the needs of York Regional Police (Yr 1–3)</p> <p>4.3 Enhance internal training in technology (Yr 1–3)</p> <p>4.4 Use of business intelligence tools and enhance dashboards (Yr 1–3)</p>	<ul style="list-style-type: none"> • Number of new technologies implemented • Members' satisfaction rate regarding technology • E-learning satisfaction rate
<p>5. Public Trust and Confidence</p> <p>To maintain public trust, confidence and customer satisfaction by delivering quality services and ensuring transparency and accountability.</p>	<p>5.1 Provide information that encourages citizens to communicate with police about community safety, individual concerns and incidents of crime (Yr 1–3)</p> <p>5.2 Promote and demonstrate our commitment to the organization's mission, vision and values (Yr 1–3)</p> <p>5.3 Ensure a high level of customer service (Yr 1–3)</p> <p>5.4 Ongoing review of Quality Service Standards (Yr 1–3)</p>	<ul style="list-style-type: none"> • Number of citizen complaints • Number of community survey respondents that indicate York Regional Police has the trust of the public • Quality Service Standards compliance rate

RELATED PLANS AND BUDGET

Budget and Financial Plan

The following three-year budget forecast provides the estimated operating and capital costs to implement our business planning initiatives and to 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:

Information Technology Plan

The Information Technology Plan includes a long-term strategy for the provision of reliable information technology solutions for York Regional Police. The Information Technology Plan addresses current and emerging technology and is annually reviewed and revised. Large-scale information technology projects are also included within the Capital Budget. Annual status reports for the Information Technology Plan 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.

20-Year Facility Strategy and Facilities Management Plan

The 20-year Facility Strategy is a comprehensive facilities master location plan to the year 2031. The purpose of the strategy is to inform 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. The purpose of the Facilities Management Plan is to maintain safe and accessible facilities and address facility 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.



BUDGET FORECAST

YEAR	CAPITAL BUDGET	OPERATING BUDGET	# OF OFFICERS	# OF CIVILIANS	COST PER CAPITA
2014	\$29.4 million	\$278.1 million	1,529	605	\$266
2015	\$28.9 million	\$290.4 million	1,562	618	\$272
2016	\$18.7 million	\$302.1 million	1,595	631	\$278

BRINGING THE BUSINESS PLAN TO LIFE

Plan Implementation and Monitoring

Our 2014–2016 Business Plan is a dynamic document. We will regularly monitor our progress and make adjustments as required. The Business Plan is integrated with the budget process to support our priorities and commitment to our shared vision and values. Each cornerstone has been selected from the senior management ranks of York Regional Police. They will establish implementation teams for each of our four strategic cornerstones. Each team will be responsible for specific objectives and actions contained in the 2014-2016 Business Plan and they will assign members to develop detailed implementation plans and timelines for each objective and action. Each implementation team will submit regular reports to track their progress. We will regularly report our progress to citizens at Police Services Board meetings, through our Annual Report and on the York Regional Police website at yrp.ca.

Measuring our Success

In addition to the measures contained in this plan, we measure our performance in the delivery of core policing services through specific performance indicators for the organization and each policing district. Performance indicators assist in identifying what is working well and what areas need improvement. They assess service level, community impact, efficiency and quality of service. We regularly monitor community satisfaction with our policing services through ongoing consultation and surveys.

In Conclusion

We are confident that the objectives and actions contained in our 2014-2016 Business Plan will improve our delivery of police services. We look forward to consulting with our citizens and adjusting our plan to reflect the needs of our citizens and our members. Through our collective commitment and continued partnerships, we are dedicated to making a difference in our community.

Saying Thank You

We would like to extend special thanks to the many individuals, groups and organizations who helped us develop the 2014–2016 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 York Regional Police members 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 the final objectives and actions
- Members and citizens who provided feedback on the draft Business Plan



ACKNOWLEDGEMENTS

Chief Eric Jolliffe

Deputy Chief Thomas Carrique

Deputy Chief André Crawford

Deputy Chief Bruce Herridge (Ret.)

Business Plan Steering Committee

Superintendent Graham Beverly

Superintendent Carolyn Bishop

Superintendent Mark Brown

Superintendent Stan Colley

Superintendent Richard Crabtree

Superintendent Tony Cusimano

Superintendent Gerry Milne

Superintendent Karen Noakes

Superintendent Robertson Rouse

Superintendent Bill Sadler

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Corporate Communications Bureau

Photo on Page 16

Mike Reyno/Vertical Magazine.



Police Services Board Members

Front row

Frank Scarpitti, Chair, Mayor of the City of Markham

Barbara Bartlett, Vice Chair, Regional Council Appointee

Bill Fisch, Regional Chairman and Chief Executive Officer

Back row

John Molyneaux, Provincial Appointee

Bang-Gu Jiang, Provincial Appointee

Virginia Hackson, Mayor of the Town of East Gwillimbury

Sam Herzog, Provincial Appointee



Executive Command Team

Centre: Chief Eric Jolliffe
Left: Deputy Chief André Crawford
Right: Deputy Chief Tom Carrique

*"I HAVE TO SAY THAT YORK
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CONNECTED TO THE COMMUNITY.
THE OFFICERS ARE GREAT ROLE
MODELS."*

— A RESIDENT OF YORK REGION





VISION-INSPIRED

MISSION-FOCUSED

VALUES-DRIVEN



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