

York Regional Police
2026–2029 Strategic Plan

Deeds Speak

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Keep track of our progress

Each year, the York Regional Police Annual Report will share how our service puts this plan into action, the progress we are making and the results we are delivering for York Region. Scan the QR code or see it online at yrp.ca/AnnualReport.

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Message from the Executive Leadership Team

It is my privilege to present the York Regional Police 2026–2029 Strategic Plan.

This plan sets out a clear direction for our police service and the work we will undertake over the next three years. It is informed by the voices of local residents and business owners, our members, our municipal and community partners, and the data, trends, challenges and opportunities we face in public safety and policing across York Region.

Our priorities are straightforward. We will focus on preventing crime and improving community safety through strategic enforcement, proactive policing initiatives and a visible police presence.

We will improve our service by working closely with partners, connecting vulnerable people with needed supports, and addressing emerging issues before they surface as more significant challenges in our community.

We will also continue to build public confidence through transparent communication and service that is inclusive, equitable and accountable. Residents should be able to understand the work police do, and to see and feel the results of that work in their neighbourhoods and in their interactions with York Regional Police.

Finally, this plan recognizes that effective service begins with our people. We will support the health, wellness and safety of our members, recruit to reflect the diverse community we serve, and modernize the tools and technology that allow members to be their most effective and efficient.

This is a plan built for action. It will guide our decisions, allow us to measure our progress and help us to keep communities safer, together, with a shared purpose:

One mission. One vision. One team.

Paulo Da Silva
Chief,
York Regional Police



Photo (from left to right): Deputy Chief of Investigations Cecile Hammond, Deputy Chief of People and Culture Kevin McCloskey, Chief of Police Paulo Da Silva, Deputy Chief of Community Safety Ahmad Salhia and Deputy Chief of Support Ryan Hogan.

Message from the York Regional Police Service Board

On behalf of the York Regional Police Service Board, I am pleased to present the 2026–2029 Strategic Plan, which establishes our priorities and strategic direction for policing and community safety over the next four years.

As York Region continues to grow and evolve, we remain committed to providing effective, responsive and accountable police services that meet the needs of our communities. At the heart of this Plan is a clear commitment: to keep York Region safe while strengthening public trust and confidence in policing.

Our priorities focus on advancing crime prevention and community safety through strategic enforcement and proactive initiatives; strengthening partnerships to support effective service delivery; ensuring policing is visible, accessible and accountable; and supporting our members while modernizing service delivery.

Community safety is a shared responsibility. Through strong partnerships, meaningful public engagement and effective civilian governance and oversight, we will work to ensure policing priorities reflect the needs and expectations of our residents.

The Board extends its sincere appreciation to the members of York Regional Police, our community partners and all those who contributed to the development of this Plan. As we look to the years ahead, we will continue to listen, adapt and work together to meet new challenges and help ensure York Region remains a safe, welcoming and resilient community for everyone.



Steve Pellegrini
Chair, York Regional Police Service Board

Photo (from left to right, back to front): Police Service Board members Dr. David Bodenstein, Latif Fazel, John Taylor, Mayor of the Town of Newmarket, Nicholas Memme, Mario Cortellucci, Chair Steve Pellegrini, Mayor of King Township and Vice Chair Linda Jackson, Deputy Mayor of the City of Vaughan.

Our mission, vision and values



One mission. One vision. One team.

When an organization lives its values, it shows. Our words, our actions and the way we make decisions have an impact on our community and our members. *Deeds speak.*

Our mission

We will enhance public safety by supporting our communities and our people through continuous evolution and innovation.

Our vision

Leaders in policing by meeting the public safety needs of today and tomorrow.

Our values

Professionalism: We conduct ourselves with honesty and integrity, and we are accountable for our actions.

Compassion: We care about the wellbeing of our members and our community.

Fairness: We are just and impartial in everything we say and do.

Courage: We have the moral strength to stand up and to do what is right.

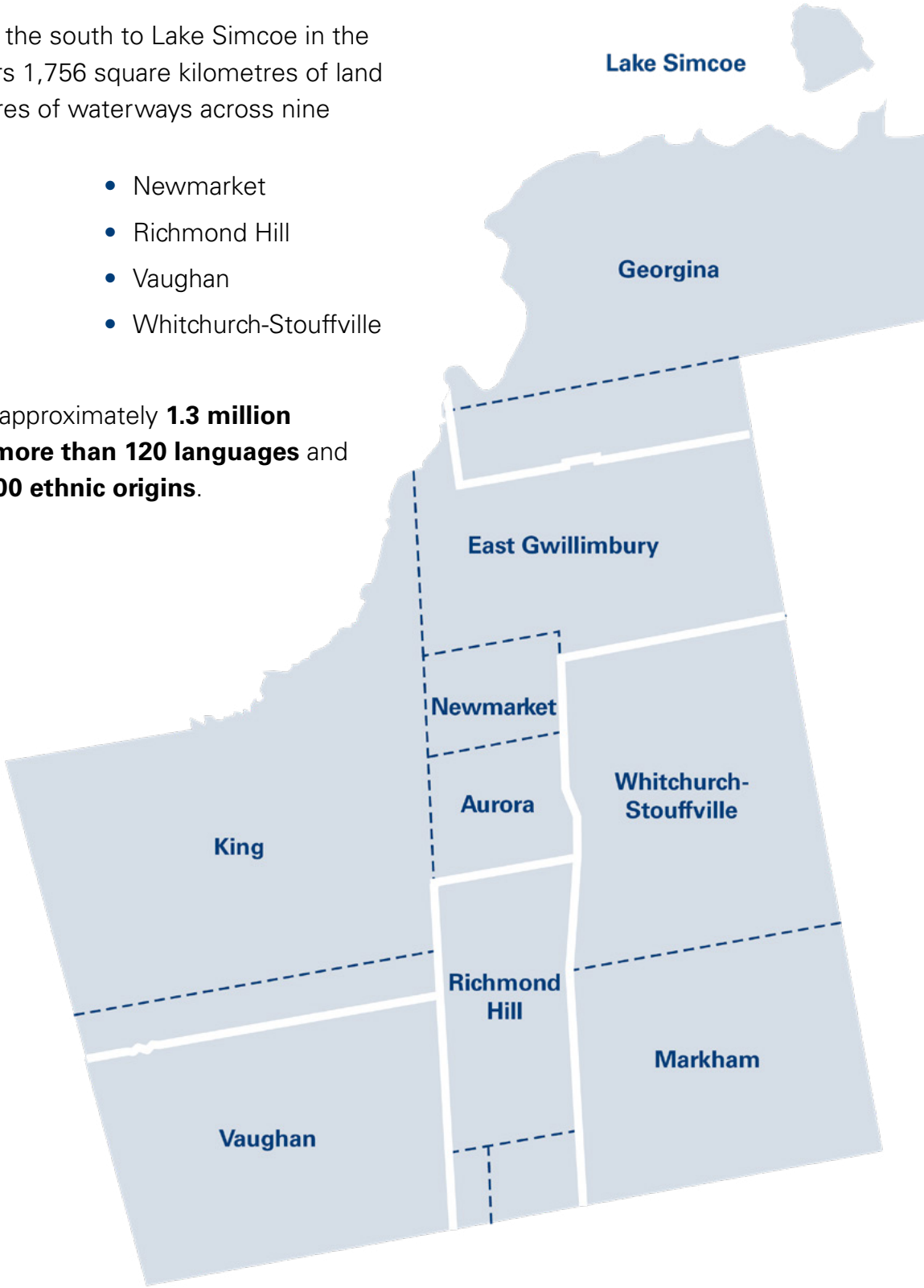
Respect: We value and treat all people with dignity.

The region we serve

From Steeles Avenue in the south to Lake Simcoe in the north, York Region covers 1,756 square kilometres of land and 350 square kilometres of waterways across nine municipalities:

- Aurora
- East Gwillimbury
- Georgina
- King
- Markham
- Newmarket
- Richmond Hill
- Vaughan
- Whitchurch-Stouffville

York Region is home to approximately **1.3 million residents**, who **speak more than 120 languages** and represent **more than 200 ethnic origins**.



Our membership

York Regional Police is strengthened by the diversity of its membership. Our people bring a wide array of languages, cultures, education, professional backgrounds, faiths and lived experiences to their work, helping our police service to better understand the organization it serves and maintain public safety with professionalism and respect.

1,949
Uniform members



846
Civilian members

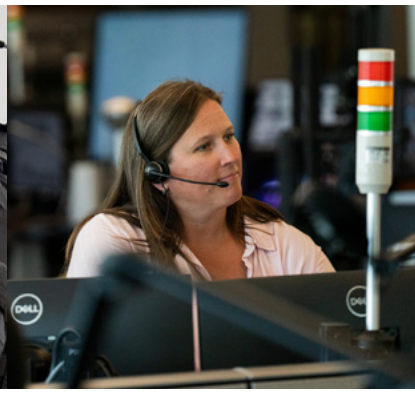
Average recruit age:
28.5 years

Average officer age:
40.3 years

Did you know?
York Regional Police members speak **more than**
65 different languages.







What is a strategic plan?

The Strategic Plan provides York Regional Police with a clear direction and a shared understanding of the priorities of the organization.

A Strategic Plan ensures that as modern policing continues to evolve, York Regional Police remains proactive in anticipating emerging crime trends, challenges and responding to the needs of our community and ensuring resources are directed where they can have the greatest impact.

The Strategic Plan identifies a practical way to implement the York Regional Police mission, vision and values. It identifies four goals, with clear and measurable objectives.

The Strategic Plan also creates an avenue for accountability. It provides a framework for members to understand how their work impacts the organization and contributes towards the greater goals. It also provides a consistent framework for communicating priorities and reporting on progress made.

Ultimately, the Strategic Plan prepares the organization for the future while continuing to serve residents today. It gives members a clear roadmap, informed by the community. It creates a shared vision for the future of York Regional Police and a way to turn that vision into meaningful action.





Planning process

The new Strategic Plan builds on York Regional Police's existing strengths, while better connecting activities to outcomes that are visible, equitable, measurable and trusted.

In the development of the new Strategic Plan, we took the following steps:

- Community surveys,engagement sessions and public feedback
- Member input and workplace experiences
- Environmental, legislative and public-sector trends
- Crime, call-demand, road-safety and service data
- Lessons from previous strategic plans

Community surveys, engagement sessions and public feedback

What we heard from the community

While developing the Strategic Plan and in conjunction with a third-party consultant, members of our community were engaged in the following ways:

- We distributed a survey completed by 2,500+ participants
- We hosted two community pop-up events
- We co-ordinated nine different focus groups comprising key stakeholders and members of community organizations across York Region
- We conducted five interviews with mayors across York Region

As a result, we heard the following feedback:

- Community safety concerns were top of mind, and stakeholders wanted stronger action in response to issues affecting their daily life.
- Visible police presence in the community remained an important expectation and a key contributor to crime prevention, accessibility and trust building.
- Responsiveness and consistency across the organization remained important opportunities to strengthen the service experience and public confidence.
- Culturally informed, trauma-informed and compassionate approaches are essential to building trust across diverse communities and vulnerable populations.
- Education, prevention and early intervention are important expectations of police, with a clear emphasis on stronger collaboration with community partners.
- York Regional Police is well positioned to adapt to emerging and changing community needs, with current strengths providing a strong foundation to prepare for the future.



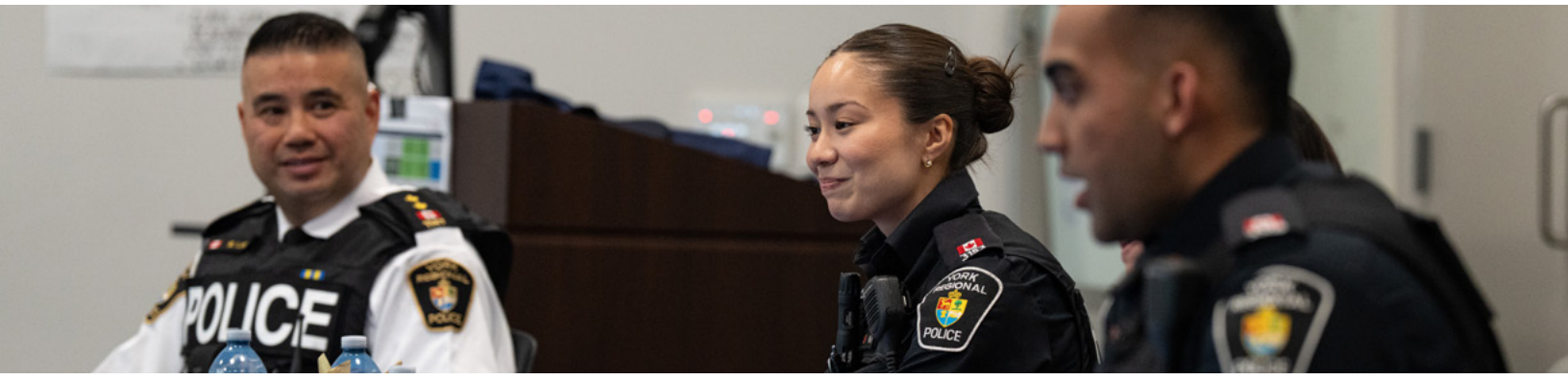
Member input and workplace experiences

What we heard from our members

As part of the consultation process, York Regional Police members were engaged through the 2025 Member Survey. In total, 1,106 members completed the survey.

Several key findings emerged from the survey. These insights highlight areas where focused action can strengthen member engagement, morale and operational effectiveness:

- **Communication effectiveness:** With 67 per cent favourability, members identified a need for more consistent and timely communication across teams and units to reduce silos, support planning and build confidence in organizational decisions.
- **Leadership responsiveness:** While overall favourability is relatively strong, feedback indicates members want clearer evidence that their input is heard, considered and followed by visible action or explanation.
- **Workload and staffing balance:** Workload and staffing pressures are affecting wellness, communication and leadership capacity, indicating that addressing key resourcing challenges is essential to sustaining improvement in other areas.
- **Career development transparency:** Members are seeking clearer, more consistent information about career pathways, job postings and promotion criteria to better understand how to navigate opportunities within the organization.
- **Trust and fairness:** With trust and fairness among the lowest-scoring themes, there is an opportunity to strengthen confidence by applying standards, accountability and decision-making processes consistently and transparently.



Environmental, legislative and public-sector trends



Environmental scan

During each planning cycle, York Regional Police conducts an environmental scan to understand the factors shaping the delivery of police services. This includes monitoring regional, demographic and socio-economic trends; crime, calls for service and resource demands; public safety and legislative developments at the federal, provincial and municipal levels; and political and environmental changes.

This ongoing assessment helps ensure that the York Regional Police Strategic Plan remains informed, responsive and aligned with the needs of a changing community.

Visit yrp.ca/StrategicPlan to learn more.


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Our new plan

New goals, objectives and actions

The Strategic Plan is guided by four overarching goals that will shape the priorities and direction of York Regional Police.

> **Goal 1:** Advance crime prevention and community safety through strategic enforcement and proactive public safety initiatives
>
> **Goal 2:** Enhance response delivery through partnership and enforcement
>
> **Goal 3:** Build visible, accessible and accountable policing in service to community
>
> **Goal 4:** Support our people and modernize service delivery

Each goal is supported by a series of objectives that identify the outcomes and organizational changes required to achieve it. These objectives establish a clear path forward by outlining what York Regional Police aims to strengthen, improve or deliver over the life of the plan.

To support implementation, each objective is accompanied by specific actions. Together, these actions provide a practical roadmap for advancing the goals and turning the Strategic Plan's commitments into meaningful results for the communities we serve.

Goal 1: Advance crime prevention and community safety through strategic enforcement and proactive public safety initiatives

Objective 1

Use data to focus crime prevention and enforcement where they are needed most.

Actions

a. Use the Regional Crime Strategy and quarterly analysis of calls for service, crime trends, victimization, clearance rates, and repeat locations to identify priority crime issues and areas.

b. Review repeat offenders and repeat locations to coordinate appropriate investigative, enforcement, prevention, and partner-led interventions.

c. Increase visible police presence to deter crime, support community safety, and respond to residents' concerns.

d. Strengthen safety in both reality and perception by addressing priority risks and improving residents' confidence in community safety.



Objective 2

Enhance community safety through shared responsibility and crime prevention.

Actions

a. Pair focused enforcement activities with targeted crime prevention, community safety, and well-being initiatives.

b. Use data, community feedback, and local knowledge to identify emerging concerns and develop targeted action plans.



c. Combine visible police presence, enforcement, prevention messaging, and partner engagement to address the conditions that contribute to crime.

d. Work with municipal, social service, health, education, business, and community partners to reduce opportunities for crime and support safer neighbourhoods.

Objective 3

Align proactive road safety strategies through enforcement education, awareness, and municipal partnerships.

Actions

a. Focus road safety efforts where serious collisions and dangerous driving are most likely to occur.

b. Address impaired, distracted, aggressive, and unsafe driving through visible enforcement, education, and community input.

c. Increase safety around schools, pedestrian areas, and other high-risk locations.

d. Work with municipalities and partners to improve the conditions that help prevent collisions.

Goal 2: Enhance response delivery through partnership and enforcement

Objective 1

Strengthen community partnerships through collaboration and communication to enhance safety, well-being, and coordinated support.

Actions

a. Maintain and strengthen partnerships established through the Community Safety and Well-Being Plan.

b. Engage residents, community organizations, and service providers to identify local concerns, priorities, and emerging risks.

c. Facilitate regular partner forums and joint problem-solving sessions to share information and coordinate responses.

d. Co-develop and pilot community-led initiatives that address priority concerns, such as gender-based violence, senior safety, fraud prevention, and other emerging issues.

Objective 2

Strengthen referrals and supports for vulnerable individuals to achieve better outcomes, reduce repeat calls for service, and enhance community safety.

Actions

a. Develop and promote clear referral pathways for priority populations in collaboration with service providers.

b. Partner with community agencies to provide education sessions, outreach campaigns, and information-sharing initiatives that clarify the police role while amplifying partner programs and safety messages through York Regional Police communication channels.

c. Use referral and repeat-call trends to identify gaps and improve coordinated responses.



Goal 3: Build visible, accessible and accountable policing in service to community



Objective 1

Build public confidence through transparent, consistent, and accessible communication.

Actions

a. Ensure services, communications, engagement, and outcomes are accessible, inclusive, and responsive to community needs.

b. Use surveys, town halls, community advisory groups, post-engagement feedback, and municipal partner feedback to assess whether residents feel informed, heard, and safe.

Objective 2

Advance inclusive practices in employment and service delivery by identifying and removing systemic barriers in policy, practice, programs and services.

Actions

a. Implement the Inclusive Policing Action Plan, Racial Equity Strategy Action Plan, and the Race and Identity Based Data initiatives supported through the community and members.

b. Review and implement the proposed actions from the anti-Black racism report for the Police Services Board.

Goal 4: Support our people and modernize service delivery

Objective 1

Strengthen member safety, wellness, and operational readiness by fostering an inclusive, supportive and connected workplace.

Actions

a. Enhance accessible, evidence-informed wellness supports for members.

b. Leverage existing and emerging technologies to educate, empower, and support members in achieving their operational and personal wellness goals.

c. Foster a healthy, supportive workplace culture that promotes safety and readiness.

d. Strengthen retention, recognition, and workplace culture initiatives that support a healthy work environment.



Objective 2

Implement an innovation and technology roadmap that supports police operations.

Actions

a. Implement technology initiatives that strengthen operations, improve service delivery, and support public confidence.

b. Action the initiatives and objectives in the Information Technology Strategy.

Goal 4: Continued



Objective 3

Implement the York Regional Police 2026–2030 recruitment strategy to attract skilled candidates that reflect the unique diversity of the community we serve.

Actions

a. Promote York Regional Police careers through targeted outreach, marketing, and social-media initiatives.

b. Use technology and efficient processes to improve the recruitment experience.

How progress will be measured and related plans



This Strategic Plan will connect priorities, delivery, partnerships, people, modernization and measurement.

From the Strategic Plan, York Regional Police will create annual implementation plans, identifying clear ownership and milestones, and considering resource risk and other factors.

York Regional Police will measure safety and community impact, access, service experience, fairness, member readiness and modernization benefits to the community.

Every year, results and trends will be included in the York Regional Police Annual Report which outlines the implementation of the Strategic Plan.

Related plans

- Capital Budget
- 20-year Facility Strategy and Facilities Management Plan
- Information Technology Plan
- Crime Severity Index Report
- 2025 Annual Report

Visit yrp.ca/Publications for more information.

Acknowledgements

The development of the 2026–2029 Strategic Plan would have been impossible without important contributions from both within our organization, valued stakeholders, and our broader community.

We would like to extend special thanks to many individuals, groups and organizations, including:

- Members of the Police Services Board for their guidance and leadership of the planning process
- Members of the Executive Leadership Team
- All citizens and York Regional Police members who attended focus groups and consultations and those who completed surveys for their invaluable input
- All who provided feedback on strategic plan drafts
- Members and management of Strategic Services Bureau and the Strategic Communications Unit




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