

Appendix 1:

2023-2025 Business Plan Completed Activity Highlight (Year 2)



The Business Plan is organized around four main objectives that cultivate a shared vision for Our People and Our Community.

1. **Safety and Well-Being** – To support the safety and well-being of our members and our community
2. **Inclusion and Belonging** – To strengthen inclusion, belonging, and trust within the organization and community
3. **Innovation and Continuous Improvement** – To enhance services and processes to serve our community
4. **Recruitment and Retention** – To promote a people-first approach to recruit, retain and enhance talent to serve our community

Safety & Well-Being

To support the safety and well-being of our members and our community, YRP will:

Our People

Modernize key business processes and practices to enhance the effectiveness and safety of members.

- Reviewed budget for replacement of specialty vehicle and assets
- Supported procurement for a new Command Post
- Implemented a second Bail Video Suite
- Implemented the Automated Officer Excusal Program
- Amalgamated Call Diversion Unit, Collision Reporting Unit and Alternate Response Unit
- Worked with the Region to introduce a Business Continuity Specialist position
- Successfully increased minimum staffing levels in uniform patrol
- Approved civilian Forensic Investigator position
- Developed a strategy for recruitment, retention, and succession planning in Forensic Identification Unit
- Implemented new ergonomics role in Health and Safety Bureau
- Implemented the Wellness Course (5 pillars and conflict resolution)
- Implemented Embedded Crisis Worker into Communications Center
- Supported the staffing expansion and secondment of senior investigators to assist with Hate Crime Investigations and mentor CIB members

Continue to develop member capabilities to proactively respond to emergencies and keep public order.

- Worked with police partners on Provincial Bail Management project
- Prioritized attendance at municipal, provincial and federal events

Enrich and promote resources that support members' psychological, physical, emotional, spiritual, and social health.

- Implemented the YRP Wellness Vitality Incentive Program (VIP) organization wide
- Implemented the Healthy Start Program, new members added to Safeguard program
- Completed pilot of Wellness Dashboard to all Frontline and Communications
- Hosted Bring Your Parents to Work Day
- Provided Physio services and mental health clinicians at Districts

Safety & Well-Being

To support the safety and well-being of our members and our community, YRP will:

Our Community

Expand regional law enforcement and crime prevention strategies to address emerging and ongoing crime trends such as auto theft, guns and gangs, organized and violent crime.

- Provided seconded members opportunities to assist in addressing specialized project areas
- Enhanced the Adult Pre-Charge Diversion Program
- Updated training for members involved in case clearances across the districts
- Launched Project Strike Plate, an eight-week initiative resulted in a 20% reduction in residential break-and-enters
- Implemented YRP Bail Compliance Strategy and dashboard
- Completed Project DUSK which charged 20 individuals with more than 230 criminal offences focussing on residential break and enters committed by organized crime groups
- Implemented Facial Recognition to organization

Continue to collaborate with community partners to identify and prioritize risks that contribute to crime, victimization, and harm.

- Launched the Traumatic Incidents Response Protocol (TIRP)
- Enhanced relationships with the Regions' senior community and vulnerable youths
- Completed presentations to Town Councils
- Developed a public education campaign specific to the use of 911 and technological changes
- Launched the Family Situation Tables Awareness Initiative
- Provided Run, Hide, Defend training to Region of York supervisors
- Prioritize partnerships with Toronto Police Service/Paramedic/Fire to host major events at Community Safety Village

Implement a road safety strategy that ensures safe people, safe vehicles, and safe streets.

- Implemented the Victim Liaison position
- Enhanced community services / crime initiatives with area municipalities

Inclusion & Belonging

To strengthen inclusion, belonging, and trust within the organization and community, YRP will:

Our People

Collaborate with members to ensure that organizational processes and procedures are equitable and inclusive.

- Supported the dependent care project, working with members to determine their needs while being parents or caring for other adult family members. Conducted focus groups, surveys and determined findings for recommendations on next steps,
- Implemented the attendance support program
- Supported Professionalism, Leadership, Inclusion Office (PLIO) with the implementation of the Conflict Resolution Model
- Implemented respect & civility policy
- Supported the accommodations project
- Supported members request for training, Internal Support Network (ISN) participations, transfers, and accommodations
- Added option for more members to join the 10-hour shift to increase flexible work arrangements
- Audited expungement of Historically Unjust Convictions Action

Develop and implement a comprehensive equity and inclusion strategy, focusing on addressing racism and racial discrimination.

- Implemented anti-racism and Indigenous culture training for all frontline officers and civilians
- Prioritized interfaith and family day events
- Participated in operation northern exposure 2.0

Support members' understanding of YRP priorities and objectives through an effective and engaging communications strategy.

- Standardized weekly command meetings and goal setting exercises

Inclusion & Belonging

To strengthen inclusion, belonging, and trust within the organization and community, YRP will:

Our Community

Enrich engagement with youth, seniors, victims, vulnerable residents, and members of Indigenous communities and diverse groups.

- Enhanced the Youth in Policing Program by increasing number of available positions
- Implemented the vulnerable youth mentorship program
- Extended the places of Worship tour to include Region of York members, Fire Command Staff and EMS
- Enhanced community participation in specialized programming (ex: vulnerable communities, interfaith, seniors, Chinese/Persian New Year) events and at Districts with higher foot traffic
- Supported the set up of Indigenous Court for Newmarket Ontario Court of Justice
- Expanded the Community Ambassador Program, where ambassadors speak to seniors and community groups providing organizational messaging on crime prevention and fraud prevention
- Expanded the Human Rights Camp to High School age-level
- Expanded “Like me First” program offered at Community Safety Village
- Implemented the Community Safety and Wellbeing Team in Mental Health Resources Unit

Ensure inclusive policing practices to support community in alignment with YRP’s Inclusive Policing Action Plan.

- Developed and hosted many faith-based community events
- Senior leader participation on roundtables and engagement with community equity groups
- Completion of equity audit focus groups with members and community to identify barriers to inclusion
- Enhanced classroom programs for youths on Internet Safety
- Participated in a variety of inclusive YRP corporate and community events (Georgina Summer Powwow, Black History Month)
- Successfully fostered relationships with Sutton Youth Shelter

Cultivate new and existing relationships with community partners and citizens to ensure that programs and services meet community needs.

- Collaborated with Canada’s Wonderland, annually from April to October
- Coordinated partnership with the John Howard Society

- Enhanced High School Co-op programs for students with exceptionalities (high functioning ASD)
- Implemented Youth Community Liaison Committee
- Enhanced partnerships with the Ministry of Labour and Immigration, along with the Region to educate seniors and newly settled community members
- Participated in a variety of council, provincial and federal meetings with MPPs
- Mobilized community relationships through partnership with iTalk Radio interview to promote crime prevention
- Increased attendance at Mackenzie Health, Presidents Community Advisory and Council meetings

Innovation & Continuous Improvement

To enhance services and processes to serve our community, YRP will:

Our People

Explore new approaches to align resources, including people and facilities, to meet the needs of a people-first organization.

- Secured a new Air2 hangar
- Standardized monthly district initiatives aligning with Business Plan and Community Needs (3 initiatives per platoon annually)
- Supported the Hybrid Case Management Project
- Completed Facilities Master Accommodation Plan (CFMAP)

Broaden evidence-based solutions to support crime prevention and law enforcement practices.

- Developed ethical use of Artificial Intelligence (AI) policy
- Provided training to prepare for Community Safety Policing Act (CSPA) regulation changes
- Implemented the Bail Court Officer pilot
- Developed Crime Prevention Through Environmental Design (CPTED) training for all Supervisors to Level 2

Leverage technology to support innovation and achieve strategic and operational objectives.

- Researched opportunities for joint 911 dispatch center with Fire and EMS
- Secured new bomb robot
- Leveraged business intelligence tool analysis to drive Regional Crime Strategy, Auto Guard, and Strike Plate initiatives
- Utilized Support Services Remotely Piloted Aircraft to identify homeless encampments

Innovation & Continuous Improvement

To enhance services and processes to serve our community, YRP will:

Our Community

Enhance customer service and satisfaction by modernizing tools that facilitate access to resources and services.

- Finalized construction for Vaughan Metropolitan Centre
- Launched Project Lifesaver Automation
- Installed Wellness Sensors to monitor in-custody persons
- Implemented AI based technology solutions for efficiencies in IM and Court Services
- Created awareness regarding the Community Safety Data Portal
- Developed the online crime prevention assessment tool
- Implemented the first phase of Next Generation 911 (NG911)
- Hosted the National Hate Crime Task Force conference
- Completed the implementation of Facial Recognition Technology

Provide access to crime statistics, trends, and data to promote transparency and support crime prevention.

- Annual Statistics Report released to community
- Localized crime trends and crime prevention presentations given to municipalities, provincial town halls and neighbourhood watch groups
- Community Safety Data Portal updated to include new layers such as the Neighbourhood Watch application, Hate Crime dashboard, CCTV Camera locations and theft of vehicle trends dashboard
- Enhanced training to ensure compliance with CCJS clearances

Evaluate the deployment of front-line services and internal processes to ensure optimal use of resources.

- Prepared for CSPA regulation changes with changes to training programs and budget. Funding was allotted for required equipment, hard body armour and breaching kits
- Utilized Auxiliary to support crime prevention activities
- Enhanced frontline operations by allocating non-emergency and low priority calls for service to Community Support Officers

Recruitment & Retention

To promote a people-first approach to recruit, retain and enhance talent to serve our community, YRP will:

Our People

Strengthen members' knowledge, skills and abilities to support personal and professional growth.

- Reviewed coach/supervisor, civilian supervisor and Staff Sergeant courses
- Implemented the IC300 course for RTOC members
- Supported new leadership/growth development opportunities for senior leadership (Mastery Academy and Schulich)

Provide flexible work arrangements to support member well-being.

- Supported members work/life balance by creating new schedule, providing coverage and overlap in different units
- Supported all frontline and civilian members with additional training and secondment opportunities
- Supported accommodated members in implementing the Motor Vehicle Collision Online Reporting Tool

Implement a people-first leadership framework to guide members' career success.

- Enhanced promotional process by having the Sergeant and Staff Sergeant ranks using the leadership roadmap
- Promoted members future growth by offering secondment opportunities

Recruitment & Retention

To promote a people-first approach to recruit, retain and enhance talent to serve our community, YRP will:

Our Community

Promote programs and events to attract and mentor potential candidates.

- Piloted a new outreach unit within Recruiting to attend community events and generate greater interest in working for YRP. This new unit attended 246 events to promote a career at YRP
- Hosted two volunteer fairs and ten community volunteer fair booths
- Implemented a Youth Mentorship program
- Developed Girls Teen Academy
- Supported community-driven programs and initiatives for students across the Region (summer students, cadet program)
- Hosted informational sessions and school visits at 50 Eagle St. for recruitment purposes

Enhance hiring practices that are inclusive and reflective of the community we serve.

- Explored recruiting partnership with Seneca College
- Increased number of female applicants for uniform positions
- Expanded Mental Health Support Team
- Enhance community participation and partnerships regarding recruitment of Indigenous officers
- Expanded Diversity, Equity, Inclusion unit and YRP Recruitment Unit partnership

Develop evidence-based strategies to inform talent acquisition processes

- Completed a review of recruiting strategies to develop an implementation plan to attract talent and hire for the next three years