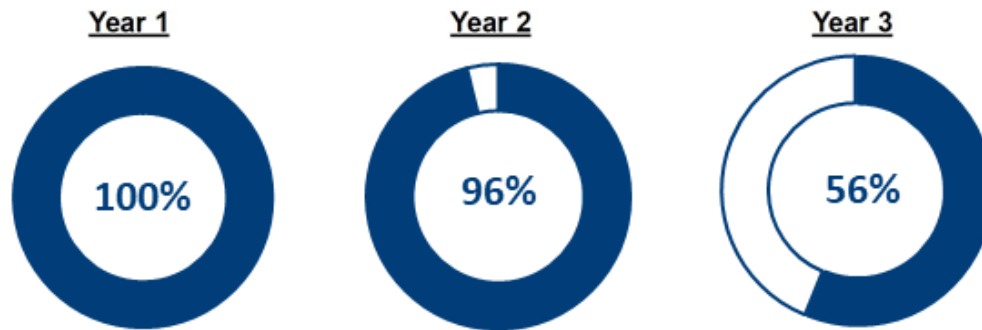


APPENDIX A: 2020-2022 BUSINESS PLAN YEAR TWO HIGHLIGHTS

Progress of Our Community Objectives by Year

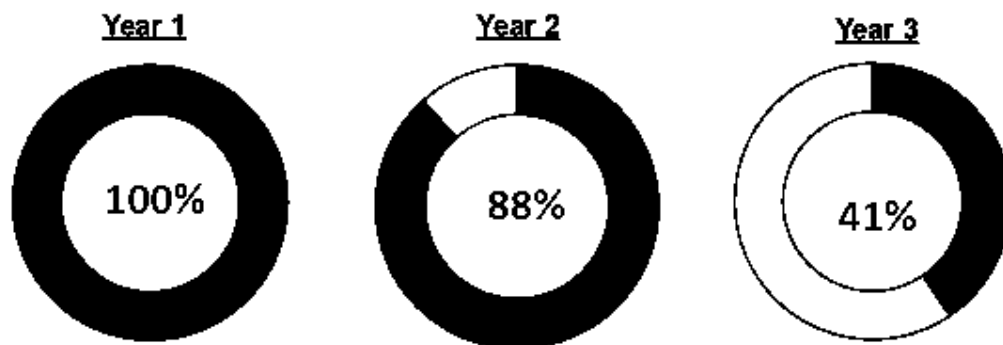


2021 Highlights Under Our Community

- 1) Community Engagement: To maintain public trust and confidence through ongoing positive interaction and outreach with our community
 - ✓ Virtual lessons and seminars hosted to highlight sustainable global goals of the Human Rights Education Classroom at the Community Safety Village
 - ✓ Launched the Older Adult Seminar Information Series (O.A.S.I.S) online
 - ✓ Social media campaigns promoted the roles and activities of Community Services including Social Workers, Mental Health Support Team, and Senior Safety members
- 2) Operational Service Delivery: To enhance and modernize operations that ensure the safety and security of our community
 - ✓ Critical incident command joint emergency preparedness scenarios conducted throughout York Region with local policing partners
 - ✓ Road Safety Bureau utilized statistical data to target enforcement in areas known to be frequented by impaired drivers
 - ✓ Established permanent Call Diversion Unit to continue diverting low priority calls away from frontline officers and expedite service delivery
- 3) Collaborative Partnerships: To develop new and existing relationships with our partners to ensure programs and services meet the needs of our community
 - ✓ Community Safety Data Portal launched during Crime Prevention week in November. The Portal allows community members to easily identify crime trends and community safety alerts
 - ✓ Continued leading and participating in organized crime projects and joint force investigations with external police agencies
 - ✓ Participation in the development of the Community Safety Well-being Plan with the Region of York to prioritize mental well-being, housing, and economic stability
- 4) Equity & Inclusion: To strengthen positive practices that reduce barriers and foster belonging between police and community
 - ✓ Virtual and in-person recruiting information sessions hosted for members of the Asian and 2SLGBTQ+ communities, respectively
 - ✓ Hosted the 2021 Hate Crime Conference to promote cultural awareness and training
 - ✓ Established an Anti-Racism Working Group, Anti-Black Racism Working Group, and Black Community Consultative Roundtable to address internal and community concerns related to racism

APPENDIX A: 2020-2022 BUSINESS PLAN YEAR TWO HIGHLIGHTS

Progress of Our People Objectives by Year



2021 Highlights Under Our People

- 1) Professional Development: To encourage personal and professional growth to maximize the potential of all members
 - ✓ Leadership and emotional intelligence training sessions delivered in virtual format to police officers in supervisor positions
 - ✓ Review of processes within the Staff Services Bureau led to transformation of the office into People, Wellness and Talent, along with the hiring of a civilian Senior Director
 - ✓ New courses designed and implemented for 911 Communications Centre members in alignment with the Communication Modernization Strategy
- 2) Member Support: To cultivate an environment of professionalism, respect, and wellbeing
 - ✓ Professionalism, Leadership & Inclusion office established to guide and maintain York Regional Police's (YRP) high standard of ethics
 - ✓ Developed member-centric Alternate Conflict Resolution model
 - ✓ Restructured units within the Wellness Bureau to increase available resources and promote a holistic approach to organization-wide well-being
- 3) Technology and Innovation: To promote a culture that supports innovation to achieve strategic and operational objectives
 - ✓ New and enhanced Dashboard Applications adopted to track members' mandatory training and staffing levels
 - ✓ Implemented systems to enhance the sharing of electronic information between YRP and courts
 - ✓ Implemented and trained all sworn members on digital evidence solutions including the new Axon Fleet2 in-car camera system and Digital Evidence Management System (DEMS)
- 4) Continuous Improvement: To identify opportunities to improve services and processes
 - ✓ Creation of the Projects and Continuous Improvement Unit to oversee the project management of significant strategic and organizational reviews
 - ✓ Piloted flexible day shifts for frontline officers to improve workload balances and quality of life
 - ✓ Construction completed of new #1 District Headquarters

APPENDIX A: 2020-2022 BUSINESS PLAN YEAR TWO HIGHLIGHTS

Table 1

Outstanding 2021 Activities

Outstanding 2021 Our Community Activity	Rationale for Delay
Update YRP Pandemic Plan	<ul style="list-style-type: none"> Continuation of Covid-19 pandemic has resulted in modifications and additions to the pandemic plan. Updates are on-going and anticipated completion is Q4 of 2022
Outstanding 2021 Our People Activities	Rationale for Delay
Review distance learning options for training courses	<ul style="list-style-type: none"> Testing viability of Virtual Reality technology to support crisis intervention, empathy based training and de-escalation. Ministry of Solicitor General is still developing content that YRP will assess at the end of Q2
Implementation of Common Intelligence Reporting Format (CIRF)	<ul style="list-style-type: none"> Introduction of Geotime analysis software, which imports live data from multiple sources to streamline the capabilities of Crime Analysts. Continued utilization of GeoWarehouse, a web based centralized property database Criminal Intelligence Service of Ontario (CISO) has standardized CIRF with revisions. The second version is being utilized by YRP members. Full operational implementation planned for Q3 2022
Automate administrative processes in Versadex to reduce the duplication of work (ticket transcription, follow-ups)	<ul style="list-style-type: none"> Primary research indicates that the initial concept may not be as efficient as it was anticipated. However, with more research in 2022, including other policing partners and Versaterm, a more efficient process may be identified that supports areas of the organization

APPENDIX A: 2020-2022 BUSINESS PLAN YEAR TWO HIGHLIGHTS

Priorities for Our Community in 2022

- 1) *Community Engagement: To maintain public trust and confidence through ongoing positive interaction and outreach with our community*
 - Continue developing Indigenous learning opportunities for schools and community groups
 - Expand the use of social media channels to continue highlighting community engagement stories of officers and community safety messaging
- 2) *Operational Service Delivery: To enhance and modernize operations that ensure the safety and security of our community*
 - Continued development of the YRP Pandemic Plan
 - Enhance tactical, operational, strategic, and early-warning system intelligence capabilities to support policing in York Region
- 3) *Collaborative Partnerships: To develop new and existing relationships with our partners to ensure programs and services meet the needs of our community*
 - Collaborate with child protective agencies in combating Human Trafficking
 - Assist Region of York with the development and completion of a Community Safety Well-being Plan
- 4) *Equity & Inclusion: To strengthen positive practices that reduce barriers and foster belonging between police and community*
 - Enhance in-person engagement and support existing partnerships with local community members
 - Continue implementation of YRP Inclusion Strategy

Priorities for Our People in 2022

- 1) *Professional Development: To encourage personal and professional growth to maximize the potential of all members*
 - Continue to improve and predict training needs to align with organizational changes such as electronic Training Needs Assessment Tool
 - Continue realignment of People, Wellness and Talent in accordance with external review recommendations
- 2) *Member Support: To cultivate an environment of professionalism, respect, and wellbeing*
 - Newly established Professionalism, Leadership & Inclusion office to continue development of ethics program and Decision Making Model training
 - Embed members of the Psychological Health Unit in multiple locations to provide holistic wellness support
- 3) *Technology and Innovation: To promote a culture that supports innovation to achieve strategic and operational objectives*
 - Implement a technology based solution that automates the functionality of switchboard operations
 - Evaluate and test viability of Virtual Reality technology to support crisis intervention and empathy based training
 - Enhance the work of sworn members using new technology (e.g.: implement use of smart phones for eNotes and Automated License Plate Recognition for all frontline vehicles through Axon In-Car Cameras)
- 4) *Continuous Improvement: To identify opportunities to improve services and processes*
 - Continue to develop a Cyber Security Strategy to protect internal IT infrastructure and support the criminal investigation work of our members
 - Review and implement optimal scheduling and shift models throughout the organization
 - Develop a comprehensive risk strategy and action plan for YRP