

# **The Regional Municipality of York Police Services Board**

Public Board Meeting  
October 5, 2022  
Report of the Chief of Police

## **2023-2025 Business Plan Consultation Findings**

### **1. Recommendation**

That the Board receive this triennial report for information.

### **2. Summary**

In accordance with the *Police Services Act*, Regulation 3/99, York Regional Police (YRP) and the Regional Municipality of York Police Services Board are currently developing the 2023-2025 Business Plan, which will address objectives and core business functions of the service over the next three years.

Section 30(1) of the Adequacy Standards Regulation requires that every board shall prepare a business plan at least once every three years that is developed in consultation with its municipal council, school boards, community organizations and groups, businesses and members of the public. Police Services Board Policy 03/10 Framework for Business Planning further details the process for development of the York Regional Police Business Plan. The framework specifies that the consultation strategy will include member and community consultation and an environmental scan that highlights crime, calls for service and public disorder trends within the community. The development of the plan priorities and performance objectives shall consider factors derived from the consultation and scan process, including community satisfaction surveys and victim feedback.

This report contains a review of the findings from the various consultation sessions conducted to inform the development of the 2023-2025 Business Plan and the findings of an environmental scan of internal and external trends in our operating environment that could impact future service delivery. Highlights of the consultation findings are included in Attachment 1 and details of the environmental scan are provided in Attachment 2.

### 3. Background

#### COMPONENTS OF CONSULTATIONS

In November 2021, the Regional Municipality of York Police Services Board approved the 2023-2025 Business Plan Development Strategy. The formation of the Business Plan relies extensively on research as well as community and member input to assist in setting policing priorities. The significant components of our consultations included the following:

- Thought Exchange – virtual crowd sourcing to gather thoughts and experiences about a specific topic
- Focus Groups – virtual and in-person discussions with internal and external stakeholders
- Virtual Town Hall – live public town hall discussion using social media outlets
- Surveys – distributed to the community, policing partners and internal members

#### COVID-19 and Community Safety and Policing Act Provisions

The COVID-19 Pandemic required us to make adjustments in our consultation approach. Our traditional methods of conducting in-person internal and external consultations were limited due to pandemic restrictions that required us to further rely on digital tools and platforms.

The *Community Safety and Policing Act, 2019*, will have an impact on the development of future business plans as additional components come into force in the future. The provisions related to business planning have not yet come into effect, but will include changing the terminology to strategic plan and the planning cycle from three years to four years. Other provisions will require consultation with additional community groups, which have already been incorporated into the 2023-2025 Business Plan development strategy. Additional community groups include enhanced input from youth, members of racialized groups, members of First Nation, Inuit and Métis, and persons who appear to have a mental health condition.

### 4. Analysis

#### CONSULTATION STRATEGY

A wide range of processes and tools were used to develop the 2023-2025 Business Plan. Information was gathered through extensive research and consultations with York Regional Police members, policing partners, and our diverse communities.

## Our People

York Regional Police consults with its members in many ways on a continuous basis. Information and ideas are exchanged with the Executive Command Team at leadership and team meetings, through focus group feedback and committee participation, and through organizational surveys. Members offered their thoughts in the following ways:

- YRP Member Survey
- Chief's District visits
- District Enhancement Committee meetings
- York Regional Police Association (YRPA) Focus Group
- Census and Inclusion Survey Insights Report
- Breakthrough project team participation and input

## Our Community

York Regional Police consulted broadly with the community in various ways to gather input. Consultations were conducted with citizens as well as community and policing partners to understand satisfaction levels with current services and where we can improve as an organization to better serve our communities. The following community groups were consulted:

- Local residents Community Survey
- Older adults (Seniors)
- Youth
- Indigenous persons
- Persons who appear to have a mental health condition
- Persons with disabilities
- Policing and Community Partners Survey
- Newcomers to Canada
- Other community groups
  - Police Community Advisory Council (PCAC), District Community Liaison Committees (DCLCs), and the Integrated Strategic Community Advisory Council (ISCAC)
  - 2SLGBTQ+ Community Representatives
  - Youth Crime Prevention Academy
  - Religious and Spiritual Leaders
- Public Virtual Town Hall
- Local businesses

## Environmental Scan

The Planning, Research and Evaluation Unit at York Regional Police conducted a comprehensive environmental scan to identify changes and trends in our operating environment that may influence our community and the services we provide. This review included trends in policing, crime patterns, regional growth and demographics, transportation, technology developments, as well as economic and socio-economic trends in Canada, Ontario, and York Region. The environmental scan will be used along with consultation input to inform the objectives and actions of the 2023-2025 Business Plan.

## HIGHLIGHTS OF CONSULTATION, SURVEY AND SCAN FINDINGS

### Consultation Themes

Throughout our consultations, a number of themes were identified based on the frequency in which they were discussed. The most prominent themes that emerged from the internal and external consultations are as follows:

#### Top Internal Themes (Our People)

- Learning and Professional Development
- Communication
- Member Support and Wellness
- Flexible Work Arrangements
- Staffing
- Facilities and Equipment
- Policies and Processes

#### Top External Themes (Our Community)

- Community Engagement
- Police Visibility
- Road Safety and Enforcement
- Training and Awareness
- Recruitment
- Communication
- Public Trust

### Member Survey Highlights

#### Significant findings:

- 88.7 percent of respondents believe they are treated with respect in the workplace.
- 81.8 percent of respondents believe that York Regional Police strategic priorities and objectives are clearly communicated.
- 80.4 percent of respondents strongly agree or agree that there are opportunities to learn and grow professionally within the organization.
- 89.4 percent of respondents believe York Regional Police recognizes the importance of employee health and wellness.
- 89.3 percent of respondents believe York Regional Police makes continuous efforts to provide an inclusive work environment.

#### Findings that identify areas to improve:

- Promotional and Hiring Processes – Develop more streamlined processes that consider the best fit for units and ensure representation of the community we serve.
- Member Support – Continue to enhance trust, compassion, respect, and appreciation of members.
- Resources – Ensure adequate staffing in several areas of the organization experiencing growth and in those where capacity is constrained.
- Facilities and Equipment – Provide work spaces, meeting rooms and parking that can accommodate future growth; ensure up to date equipment, technology and comfortable uniform and patrol vehicles.
- Communication – Enhance organizational communication in all directions; up, down and across service areas.

## Community Survey Highlights

### Top overall policing priorities:

- Property Crime
- Auto theft
- Fraud
- Traffic safety
- Violent Crime

### Top traffic safety concerns:

- Aggressive driving
- Speeding
- Distracted driving
- Impaired driving
- Pedestrian safety

### Top five priorities related to Youth:

- Bullying
- Drug trafficking
- Gang activity
- Internet predators
- Hate Crime

### Other significant findings:

- Level of Satisfaction – 92.1 percent were very satisfied or satisfied with the service provided by York Regional Police; only slightly down from 2019.
- Level of Trust – 93.1 percent of respondents agreed or strongly agreed that York Regional Police has the trust of the public which is a slight decrease from 2019.
- Online Reporting – knowledge of online reporting remains generally low, with only 27.1 percent of respondents being aware that some crimes can be reported via the YRP website.
- Community Safety – 91.0 percent of respondents stated that they felt very safe or reasonably safe in their community; this rate has remained stable since 2019

## Environmental Scan Trends

### Significant trends that may impact future service delivery:

- York Region's population is expected to grow beyond two million residents by 2051; residents aged 65+ are increasing and continued diversification is anticipated.
- One-person households increased by 22 percent since 2016 with Markham and Vaughan representing the largest share.
- Consumer inflation rose to 8.1 percent year over year in June 2022; the largest increase since January 1983.
- The five-year variance for citizen-generated calls for service has grown 23 percent between 2017 to 2021.

- Persons in crisis, carjackings, and hate crime/bias-related incidents have been increasing and attract significant media attention.
- Attracting members to address growth and retirements, and to reflect our diverse communities is a challenge YRP will continue to face.
- Rise of anti-police and anti-government sentiments has led to instances of civil unrest and protests locally and nationally.
- Technology trends that may continue to impact policing include the rise of cybercrimes, disinformation and use of synthetic media (created or modified through the use of artificial intelligence algorithms).

## 5. Financial

The costs associated with consultations for the development of the 2023-2025 Business Plan totaled \$18,394.32. The majority of the costs are related to the administration of the community survey and associated printing and postage. In-house resources and technology were utilized to ensure cost efficiency.

## 6. Conclusion

York Regional Police conducted consultations with internal members and external community members. Restrictions related to the COVID-19 pandemic allowed our organization to explore new virtual avenues for conducting consultations, which included surveys, focus groups, and a virtual town hall. Our people and our community provided meaningful insights and feedback that will be used to inform priorities of the 2023-2025 Business Plan.

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Accessible formats or communication supports are available upon request

Jim MacSween, M.O.M., B.A.A.  
Chief of Police

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Attachment (1) – 2023-2025 Business Plan Consultation Summary

Attachment (2) – 2022 Environmental Scan