

# York Regional Police Inclusive Policing Action Plan (2023-2025)

## 2023 Accomplishments

### Introduction

Since the launch of York Regional Police's first Inclusive Policing Action Plan (IPAP) in 2020, we continue to grow and be change agents for inclusion, diversity, equity and accessibility (IDEA). We recognize that a variety of factors can influence the accomplishments in our plan – for example, we already began work on Year 2 priorities in 2023, and some Year 1 priorities have taken longer than expected. With this in mind, there are still gaps in our systems and we see these as opportunities to improve the organization for everyone. As always, the core of this plan remains equity-focused and aims to put people first.

#### DIVERSITY: We value diversity.

The Diversity pathway focuses on the demography, data collection, and employment cycle of York Regional Police members. We recognize that data and statistics alone do not necessarily mean that employment processes and systems are working well for equity-deserving members. Our systems should regularly be examined for potential barriers through data collection and analysis with an IDEA lens. The eventual implementation of a Talent Management System is one method to help support data collection of member representation and reveal possible gaps.

<b>Diversity Objective #1:</b> Continue to embed equity principles in York Regional Police's recruitment and hiring processes.
<b>Action (Year 1)</b>
<ul style="list-style-type: none"><li>Recruit and hire more equity-deserving members to reflect the community we serve.</li></ul>
<b>IPAP Key Performance Indicators</b>
Increase in recruiting events that focus on equity-deserving communities.
Increase in number of equity-deserving applicants hired to reflect the community we serve.
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"><li>✓ The Uniform Recruiting Unit (URU) engaged in more than 20 recruiting events during 2023, to attract diverse applicants.</li><li>✓ From January 2023 to December 2023, the URU received a total of 837 Police Constable applications. From those applicants who disclosed their diversity on the optional Confidential Applicant Survey, the following data was compiled:<ul style="list-style-type: none"><li>○ Racialized females accounted for 5%</li><li>○ White females accounted for 5%</li><li>○ Racialized males accounted for 47%</li><li>○ White males accounted for 28%</li><li>○ Overall, racialized applicants represented 57% of the total applications over the reporting period for 2023</li><li>○ Note that 15% of the total applications received in 2023 did not disclose their diversity information</li></ul></li><li>✓ From January to December 2023, the URU hired a total of 109 Police Constables (96 Recruits and 13 Experienced Officers)<ul style="list-style-type: none"><li>○ Racialized females accounted for 6% (5 Recruits, 1 Experienced)</li><li>○ White females accounted for 9% (8 Recruits, 2 Experienced)</li><li>○ Racialized males accounted for 44% (45 Recruits and 3 Experienced)</li><li>○ White males accounted for 41% (38 Recruits and 7 Experienced)</li><li>○ Overall, racialized individuals represented 59% of the total diverse hires (58 Recruits and 6 Experienced)</li></ul></li><li>✓ Civilian recruiting does not currently track equity-deserving applicants and hires. A consultant has been onboarded to develop the organization's Talent Management System that will support data collection of member representation.</li></ul>

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<b>Diversity Objective #2:</b>
Equity-deserving members feel supported and included to promote retention.
<b>Actions (Year 1)</b>
<ul style="list-style-type: none"> <li>• Enhance and promote Mentorship Program within organization.</li> <li>• Continue to promote Internal Support Networks (ISNs) within organization.</li> <li>• Consult equity-deserving members to assist in identifying new support programs and services to encourage retention.</li> </ul>
<b>IPAP Key Performance Indicators</b>
Increase in participation of mentors and mentees in Mentorship Programs.
Increase in promotional activities related to ISNs.
Decrease in resignations due to perception of inequity (assessed by exit interviews).
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>✓ 18 mentorship partnerships were established in 2023, up from 15 in 2022, while a mechanism is being developed to track the identities of mentors and mentees.</li> <li>✓ A total of 27 ISN activities were promoted in 2023 compared to 31 in 2022.</li> <li>✓ Total of 61 resignations in 2023. Exit interviews were reviewed and there were 0 resignations that referred to inequities as the reason for the resignation.</li> </ul>

<b>Diversity Objective #3:</b>
Promotional processes are fair and impartial to ensure equitable representation.
<b>Actions (Year 1)</b>
<ul style="list-style-type: none"> <li>• Collect, track and evaluate employee data to assess leadership representation.</li> <li>• Develop, enhance and promote Leadership Programs.</li> </ul>
<b>IPAP Key Performance Indicators</b>
Increase in applications to leadership positions.
Increase in number of equity-deserving members in positional leadership roles.
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>✓ The sworn promotional process focuses on the development of ethical and effective leaders. It is accessible to members, no matter their role in the organization. This is supported by internal training on leadership (connected to Schulich School of Business) and revised promotional evaluation processes.</li> <li>✓ Developed 120 leaders through the Schulich School of Business and York Regional Police's Future of Leadership in Policing Program. Program administrators assign seats, with a view to diversity, equity, and inclusion considerations.</li> <li>✓ A consultant has been onboarded to develop the organization's Talent Management System that will support data collection of member representation.</li> </ul>

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**EQUITY:** We implement equitable systems and practices to ensure a culture of inclusion.

The Equity pathway focuses on the employment experience of York Regional Police members and the service delivery experience of community partners. To address this, we will be completing a system-wide equity audit in 2024 to help us evaluate the organization’s obligation of maintaining policies and practices that are non-discriminatory. In addition, the organization continues to expand community partnerships to help us action high priority areas, such as Indigenous-specific initiatives and a Racial Equity Action Plan.

<b>Equity Objective #1:</b>
York Regional Police policies, practices and processes are more equitable and inclusive.
<b>Action (Year 1)</b>
<ul style="list-style-type: none"> <li>Assess equity and inclusion within York Regional Police by conducting an Equity Audit of policies, practices and processes.</li> </ul>
<b>IPAP Key Performance Indicators</b>
Equity Audit report is received and a plan for addressing results and recommendations is created.
Determine benchmarks for growth from Equity Audit.
Increase in proportion of members who believe York Regional Police as committed to addressing issues related to equity and inclusion.
Increase in proportion of members’ belief of YRP to be an equitable workplace.
Increase in proportion of members who believe YRP to be an inclusive workplace.
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>Secured a consultant to conduct a 2024 equity audit across the organization to determine strategies and approaches to promoting fairness within our organization and to enhancing continued partnerships with diverse communities within York Region.</li> </ul>

<b>Equity Objective #2:</b>
Anti-discrimination practices and processes are modernized to support a safe and respectful workplace.
<b>Actions (Year 1)</b>
<ul style="list-style-type: none"> <li>Hire an Ombudsperson to assist with the fair and expeditious resolution of complaints and bring systemic concerns to the attention of the organization.</li> <li>Develop and implement an Early and Alternate Resolution Model.</li> </ul>
<b>IPAP Key Performance Indicators</b>
Increase in promotion and communication of Ombudsperson and Early and Alternate Conflict Resolution Model among members.
Assess awareness and use of Ombudsperson and Early and Alternate Conflict Resolution Model.
Shift in number and types of escalated complaints.
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>Created a working group and secured a consultant to develop and modernize York Regional Police’s respect and civility procedure.</li> </ul>

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<b>Equity Objective #3:</b>
Relationships between police and community are strengthened and improved.
<b>Actions (Year 1)</b>
<ul style="list-style-type: none"> <li>• Enhance community collaboration initiatives to reduce barriers and foster belonging.</li> <li>• Continue to facilitate dialogue with community groups and partners (e.g., Committee for Action on Racial Equity).</li> <li>• Review of YRP/Community partner committees.</li> </ul>
<b>IPAP Key Performance Indicators</b>
Increase in community collaboration initiatives undertaken.
Increase in proportion of the community who perceive YRP as committed to addressing issues related to IDEA.
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>✓ Formed an Indigenous Awareness Working Group, which includes community partners, to collaborate on the development of Indigenous-specific initiatives for YRP members.</li> <li>✓ Established a Committee for Action on Racial Equity, whose primary purpose is to co-create a York Regional Police Racial Equity Action Plan, to advance racial equity within the workplace and enhance our commitment to public safety for all York Region residents.</li> <li>✓ Formed an Anti-Racism Training Advisory Group, which includes community partners, to consult with and advise on York Regional Police’s anti-racism training program.</li> <li>✓ Enlisted consultant expertise to support the organization in the development and implementation of a Race and Identity Based Data (RIBD) strategy.</li> </ul>

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**TRAINING AND EDUCATION:** We develop skills and knowledge to improve our day-to-day conduct and decision-making.

The Training and Education pathway focuses on multi-year training programs, many of which are new and innovative in the policing sector. These include Addressing Racism and Racial Discrimination in Police and the development of Indigenous awareness training. Community consultation, member input, and academic subject matter expertise are an integral part in building such programs. In addition to meeting our IDEA goals, the benefits for our members are increased knowledge of how to foster more inclusive workplaces and services.

<b>Training and Education Objective #1:</b>
Members are educated about the Truth and Reconciliation Commission findings and Calls to Action.
<b>Action (Year 1)</b>
<ul style="list-style-type: none"> <li>Develop and deliver an ongoing Indigenous Awareness program.</li> </ul>
<b>IPAP Key Performance Indicators</b>
Mandatory Indigenous awareness training and education events developed and delivered.
All trainees indicate increased knowledge about TRC findings and Calls to Action (as per knowledge assessments).
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>✓ Ongoing, mandatory Indigenous awareness training will be launched in 2024.</li> </ul>

<b>Training and Education Objective #2:</b>
Members' knowledge of inclusion, diversity, equity and accessibility is increased.
<b>Action (Year 1)</b>
<ul style="list-style-type: none"> <li>Develop and deliver an ongoing inclusion, diversity, equity and accessibility program for all members.</li> </ul>
<b>IPAP Key Performance Indicators</b>
IDEA training and education events developed and delivered for members.
All trainees indicate increased knowledge about IDEA (as per knowledge assessments).
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>✓ Engaged with a consultant to design a mandatory Addressing Anti-Racism and Racial Discrimination in Policing (ARRDP) training for York Regional Police members.</li> <li>✓ Piloted three ARRDP sessions for York Regional Police members.</li> <li>✓ Hosted a Together We Are More forum for York Regional Police members to generate ideas for eradicating racism and promoting inclusion both within York Regional Police and in the community.</li> </ul>

<b>Training and Education Objective #3:</b>
Leadership knowledge of inclusion, equity and accessibility is enriched and enhanced.
<b>Action (Year 1)</b>
<ul style="list-style-type: none"> <li>Develop and deliver an ongoing inclusion, equity and accessibility program for senior leaders.</li> </ul>
<b>IPAP Key Performance Indicators</b>
IDEA training and education events developed and delivered for senior leaders.
All trainees indicate increased knowledge about IDEA (as per knowledge assessments).
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>✓ Engaged with a consultant to design a mandatory Addressing Anti-Racism and Racial Discrimination in Policing training for senior leaders.</li> </ul>

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**ACCESSIBILITY:** We support members of all abilities.

The Accessibility pathway is a new addition to the Inclusive Policing Action Plan. A key goal here is that members' accessibility needs are supported through various wellness and workplace accommodation programs, and that they feel supported by York Regional Police. This means continuing to evaluate how well the organization understands accessibility and implements practices that are non-discriminatory.

<b>Accessibility Objective #1:</b>
York Regional Police's wellness supports address the diverse biological, psychological, social and spiritual needs of members and their families.
<b>Action (Year 1)</b>
<ul style="list-style-type: none"> <li>• Continue to promote awareness and engagement with of York Regional Police's Wellness Strategy.</li> <li>• Hire a Family Support Counsellor.</li> </ul>
<b>IPAP Key Performance Indicator</b>
Increase in awareness initiatives to promote member and family wellness-related programs and services. (e.g. events, information sessions, communications initiatives).
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>✓ 12 events hosted for families (family fun, educational events and workshops).</li> <li>✓ Created YRPA Wellness Peer Support Team (5 members) and Helping Hand of Retirees Peer Support Group (6 members).</li> <li>✓ Monthly family wellness newsletter and Fall and Winter Family Wellness Kits distributed.</li> <li>✓ Collaboration with York Region Fire and Emergency services on joint wellness initiatives.</li> <li>✓ Family Support Counsellor hired.</li> </ul>

<b>Accessibility Objective #2:</b>
Members with accessibility needs are supported.
<b>Action (Year 1)</b>
<ul style="list-style-type: none"> <li>• Educate the organization about accommodations available and their processes.</li> <li>• Establish and promote awareness of an Internal Support Network for members with accessibility needs.</li> <li>• Establish and promote awareness of a Reintegration Unit to assist members' return to work.</li> <li>• Evaluate existing processes and practices related to workplace accommodations.</li> <li>• Assess perceptions of members with accessibility.</li> </ul>
<b>IPAP Key Performance Indicators</b>
Increase in proportion of members who perceive York Regional Police as committed to supporting members with accessibility needs.
Increase in proportion of members' perception of York Regional Police to be an accessible workplace.
<b>Accomplishments (Year 1)</b>
<ul style="list-style-type: none"> <li>✓ Working with Restrictions Internal Support Network established.</li> <li>✓ Reintegration Unit formed to provide support to members returning to work following critical incidents, medical or mental health-related absences or parental leave</li> <li>✓ Developed an Accommodations Project to improve processes, practices, and organizational perceptions related to workplace accommodations that will enable members requiring accommodation, temporarily or permanently, to effectively contribute to YRP.</li> </ul>