



# The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

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## AGENDA PUBLIC SESSION

Wednesday, February 26, 2020, 9:00 a.m.  
COMMITTEE ROOM "A"  
YORK REGION ADMINISTRATIVE CENTRE  
17250 YONGE STREET  
NEWMARKET, ONTARIO

	Pages
1. Disclosure of Interest	
2. Confirmation of Public Minutes of January 22, 2020 Board Meeting	2
3. Presentations	
3.1 Recognition of Board Member Mr. Robin Doobay	
3.2 Organizational Culture Transformation - Breakthrough	
3.3 Draft 2020-2022 Business Plan Presentation (Refer to Item No. 6.2)	
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6. Items for Consideration - Reports of the Chief of Police	
6.1 2017-2019 Business Plan: Year 3 Status Report	14

RECOMMENDATION

1. That the Board receive this report.

**6.2 Draft 2020-2022 Business Plan 58**

RECOMMENDATION

1. That the Board approves the draft 2020-2022 Business Plan pursuant to the Board's Framework for Business Planning Policy No. 03/10 and post for public comment.

**6.3 Proposal for Use of Public Relations Funds 76**

RECOMMENDATION

1. That the Board approve a disbursement from the Public Relations Reserve Fund for Chief Eric Jolliffe's retirement celebration and consider being a presenting sponsor, with proceeds supporting wellness initiatives.

**6.4 Purchasing Bylaw Quarterly Report 86**

RECOMMENDATION

1. That the Board receive this report pursuant to the Purchasing Bylaw 10-17 quarterly reporting requirements.

**6.5 Annual Report on the Disposal of Assets 90**

RECOMMENDATION

1. That the Board receive this report for information.

**6.6 Annual Report on Public Complaints 92**

RECOMMENDATION

1. That the Board receive this report pursuant to Section 31(1)(j) of the *Police Services Act*, Board By-Law No. 01-11 respecting the Administration of the Complaints System under Part V of the *Police Services Act*.

**6.7 Installations on Radio Communication Towers 102**

RECOMMENDATION

1. That the Board receive this report in accordance with the Board's Installations on Radio Communication Towers Policy No. 02/09.

**7. Items for Consideration - Reports of the Executive Director**

RECOMMENDATIONS

1. That the Board approve an expenditure in the amount of \$5,000 from the Board's Public Relations Fund to support the request from Character Community of York Region.
2. That the Board approve an expenditure in the amount of \$5,000 from the Board's Public Relations Fund to support the request from Yellow Brick House.
3. That the Board approve an expenditure in the amount of \$3,000 from the Board's Public Relations Fund to support the request from the Ontario Association of Police Services Boards (OAPSB).

**8. Unfinished Business**

**9. Other Business**

**10. Private Session**

RECOMMENDATION

That the Board move into Private Session.

**11. Reconvene in Public Meeting**

**12. Consideration of Private Items**

**13. Confirmatory Bylaw**

**14. Adjournment**



**THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD**

**DRAFT MINUTES OF THE PUBLIC MEETING  
Subject to Board Approval**

**January 22, 2020**

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**The Board commenced its meeting of January 22, 2020 in Committee Room A, York Region Administrative Centre, 17250 Yonge Street, Newmarket, Ontario on the above-noted date at 9:00 a.m. in public session.**

The following were also in attendance:

**Board Members Present:**

V. Hackson, Chair; J. Molyneaux, Vice Chair; W. Emmerson, M. Bevilacqua, R. Doobay, J. Cooper, J. Fang

**Board Staff:**

M. Avellino, Executive Director; J. Kogan, Administrative Assistant

**York Regional Police Staff:**

E. Jolliffe, Chief of Police; A. Crawford, Deputy Chief of Police; R. Rouse, Deputy Chief of Police; B. Bigras, Deputy Chief of Police; J. MacSween, Deputy Chief of Police; G. Turl, Superintendent, Executive Officer to the Chief of Police; J. Channell, Manager, Financial Services; J. Fraser, General Counsel, Legal Services; K. Griffin, Manager, Corporate Communications

**York Region Staff:**

S. Maio, Senior Counsel, Region Legal and Court Services

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Further to Section 3.1 of the Board's Procedural Bylaw, the Executive Director acted as presiding officer until the election of the Chair.

**5 DISCLOSURE OF INTEREST**

*Chair Hackson declared a conflict of interest with agenda item No. 8.1(1), Report of the Executive Director – Public Relations Reserve Fund Requests for Funding with respect to the request for sponsorship from Cedar Centre. The disclosure of interest is due to Chair Hackson's membership on the Board of Directors for Cedar Centre.*

*Chair Hackson resolved to remove herself to consider item No. 8.1(1) and did not participate in any consideration or discussion of, or vote on any part of this item.*

**6 ELECTION OF BOARD CHAIR**

In accordance with Section 28(1) of the *Police Services Act* and the Board's Procedural Bylaw, the Executive Director called for nominations for the position of Chair of the Board.

It was moved by Mr. Molyneaux, seconded by Mr. Cooper that Mayor Virginia Hackson be nominated as Chair of the Board for the period of January 22, 2020 until the commencement of the first regular public meeting of the Board in 2021.

The Executive Director called for further nominations.

As no further nominations were received it was moved by Mr. Doobay, seconded by Mr. Molyneaux that nominations be closed.

**CARRIED**

Upon there being one nomination for the position of Chair, Mayor Virginia Hackson was declared Chair of the Regional Municipality of York Police Services Board as moved by Mr. Cooper and seconded by Mr. Molyneaux for the period of January 22, 2020 until the commencement of the first regular public meeting of the Board in 2021.

**CARRIED**

**7 ELECTION OF VICE CHAIR**

In accordance with Section 28(2) of the *Police Services Act* and the Board's Procedure Bylaw, the Chair called for nominations for the position of Vice Chair of the Board.

It was moved by Mr. Doobay, seconded by Mr. Cooper that John Molyneaux be nominated as Vice Chair of the Board for the period of January 22, 2020 until the commencement of the first regular public meeting of the Board in 2021.

The Chair called for further nominations.

As no further nominations were received it was moved by Ms Fang, seconded by Chairman Emmerson that nominations be closed.

**CARRIED**

Upon there being one nomination for the position of Vice Chair, Mr. John Molyneaux was declared Vice Chair of the Regional Municipality of York Police Services Board as moved by Mr. Cooper and seconded by Mr. Doobay for the period of January 22, 2020 until the commencement of the first regular public meeting of the Board in 2021.

**CARRIED**

**8 CONFIRMATION OF PUBLIC MINUTES OF DECEMBER 4, 2019 BOARD MEETING**

It was moved by Mayor Bevilacqua, seconded by Ms Fang that the Board confirm the minutes for the public session of the meeting held on December 4, 2019 in the form supplied to the members.

**CARRIED**

**COMMUNICATIONS**

- 9 Correspondence from Marc Bedard, Assistant Deputy Minister, Ministry of the Solicitor General, dated December 11, 2019, regarding Data Sources to support Community Safety and Well-Being Planning.

It was moved by Vice Chair Molyneaux, seconded by Chairman Emmerson that the Board receive the correspondence from Marc Bedard, Assistant Deputy Minister, Ministry of the Solicitor General, dated December 11, 2019.

**CARRIED**

- 10 Reply letter from Sylvia Jones, Ontario Solicitor General, dated December 12, 2019, regarding funding to reduce gun violence and gang activity in Ontario.

It was moved by Chairman Emmerson, seconded by Vice Chair Molyneaux that the Board receive the reply letter from Sylvia Jones, Ontario Solicitor General, dated December 12, 2019.

**CARRIED**

- 11 Correspondence from Ann Watson, Executive Director, Inn From the Cold, dated January 3, 2020, regarding Board sponsorship for the Sponsor a Night Program.

It was moved by Mayor Bevilacqua, seconded by Mr. Doobay that the Board receive the correspondence from Ann Watson, Executive Director, Inn From the Cold, dated January 3, 2020.

**CARRIED**

**ITEMS FOR CONSIDERATION – REPORTS OF THE CHIEF OF POLICE****12 Scope Change for Retail Fuel Services**

It was moved by Mr. Doobay, seconded by Mr. Cooper that the Board adopt the following recommendations contained in the Report of the Chief of Police:

1. That the Board authorize that the agreement between The Board and Imperial Oil for retail fuel services be amended to increase the contract price from \$2,300,000 to a total contract cost not to exceed \$4,500,000 over the remaining 22 months of the five year contract; and

2. That the Chief of Police be authorized to execute the amendment, subject to the approval of The Regional Municipality of York's Regional Solicitor, or designate, as to form and content.

**CARRIED**

**13 Quality Service Standards Audit - 2019**

It was moved by Chairman Emmerson, seconded by Vice Chair Molyneaux that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive this report pursuant to the Police Services Board Accessible Customer Service Policy No. 04/09.

**CARRIED**

**14 Quality Assurance Process**

It was moved by Chairman Emmerson, seconded by Vice Chair Molyneaux that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive this report pursuant to the Quality Assurance Process, Board Policy No. 01/08.

**CARRIED**

**15 Secondary Activities**

It was moved by Vice Chair Molyneaux, seconded by Mayor Bevilacqua that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive this report pursuant to Section 31(1)(g) of the *Police Services Act*.

**CARRIED**

**16 Proposal for Use of Public Relations Reserve Funds**

It was moved by Mayor Bevilacqua, seconded by Ms Fang that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board approve a disbursement from the Public Relations Reserve Fund to the 2020 First Responders Day luncheon for \$10,000.

**CARRIED**

**17 Annual Report on Freedom in Information Access Requests**

It was moved by Chairman Emmerson, seconded by Mr. Doobay that the Board adopt the following recommendation contained in the Report of the Chief of Police:



1. That the Board receive this report in accordance with its By-Law No. 09-15, a By-Law to Establish Administration Policies for *Municipal Freedom of Information and Protection of Privacy Act* Access Requests.

**CARRIED**

18 **Annual Report on Equity and Inclusion Strategy**

It was moved by Mayor Bevilacqua, seconded by Mr. Cooper that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive this report pursuant to the Board's Equity and Inclusion Policy No. 04/11.

**CARRIED**

19 **Annual Report on Auxiliaries and Volunteers**

It was moved by Mayor Bevilacqua, seconded by Vice Chair Molyneaux that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive this report pursuant to the Police Services Board Auxiliary and Volunteer Program Board Policy No. 03/02.

**CARRIED**

20 **Accessibility for Ontarians with Disabilities Act, 2005 Accessibility for Ontarians with AODA Compliance and Public Feedback on Accessible Customer Service**

It was moved by Mr. Cooper, seconded by Ms Fang that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive this report pursuant to the Police Services Board Governance Accessibility Policy 01/13 and the Police Services Board Accessible Customer Service Policy 04/09.

**CARRIED**

**ITEMS FOR CONSIDERATION – REPORTS OF THE CHIEF OF POLICE**

21 **Public Relations Reserve Fund Requests for Funding**

It was moved by Chairman Emmerson, seconded by Mayor Bevilacqua that the Board adopt the following recommendations contained in the Report of the Chief of Police:

1. That the Board approve an expenditure in the amount of \$3,300 from the Board's Public Relations Fund to support the request from the Cedar Centre.
2. That the Board approve an expenditure in the amount of \$2,200 from the Board's Public Relations Fund to support the request from Clarico Place of York Region.
3. That the Board approve an expenditure in the amount of \$1,500 from the Board's Public Relations Fund to support the request from Women's Centre of York Region.

**CARRIED****22 Monitoring Requirements Annual Status Report**

It was moved by Mayor Bevilacqua, seconded by Mr. Cooper that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive the Monitoring Requirements Status Report attached as Appendix A.

**CARRIED****23 Freedom of Information Access Requests - 2019**

It was moved by Mayor Bevilacqua, seconded by Mr. Cooper that the Board adopt the following recommendation contained in the Report of the Chief of Police:

1. That the Board receive this report in accordance with its Bylaw No. 09-15, a bylaw to establish administration policies for *Municipal Freedom of Information and Protection of Privacy Act* Access Requests.

**CARRIED****24 UNFINISHED BUSINESS**

None

**25 OTHER BUSINESS**

None

**PRIVATE SESSION**

- 26 It was moved by Chairman Emmerson, seconded by Mr. Cooper that the Board convene in Private Session for the purpose of considering confidential items pertaining to legal and personnel matters in accordance with section 35(4) of the *Police Services Act*.

**CARRIED**

The Board met in Private Session at 9:50 a.m. and reconvened in the Public Session at 12:25 p.m.

**CARRIED****CONSIDERATION OF MOTION TO MOVE INTO PUBLIC MEETING**

- 27 It was moved by Ms Fang, seconded by Mr. Cooper that the Board rise and report from the Private Session.

**CARRIED****CONSIDERATION OF PRIVATE ITEMS**

- 28 It was moved by Mayor Bevilacqua, seconded by Mr. Doobay that the Board adopt the following recommendation contained in the Report of the Chief of Police:

**Re-Appointment of Special Constables**

- 1. That the Board authorize the re-appointment of three York Region Transit Special Constables for a five year period, effective January 22, 2020 pursuant to Section 53(1) of the *Police Services Act*.

**CARRIED**

29 **CONFIRMATORY BYLAW**

The Board had before it Bylaw No. 02-20. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

It was moved by Vice Chair Molyneaux, seconded by Chairman Emmerson that Bylaw No. 02-20, being “a Bylaw confirming the proceedings of the Board at this meeting,” be read and enacted.

Bylaw No. 02-20 was read and enacted as follows:

“To confirm the proceedings of the Board at this meeting.”

**CARRIED**

30 **ADJOURNMENT**

It was moved by Mr. Cooper, seconded by Ms Fang that the meeting be adjourned.

**CARRIED**

The meeting adjourned at 12:25 p.m.

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Mafalda Avellino  
Executive Director

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Mayor Virginia Hackson  
Chair

*Minutes to be confirmed and adopted at the next regular meeting of the Board to be held on February 26, 2020.*

*Accessible formats or communication supports are available upon request.*



**Ministry of the Solicitor General**

Public Safety Division  
Public Safety Training Division

25 Grosvenor St.  
12<sup>th</sup> Floor  
Toronto ON M7A 2H3

Telephone: (416) 314-3377  
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**Ministère du Solliciteur général**

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Téléphone: (416) 314-3377  
Télécopieur: (416) 314-4037



**MEMORANDUM TO:** All Chiefs of Police and  
Commissioner Thomas Carrique  
Chairs, Police Services Boards

**FROM:** Marc Bedard  
Assistant Deputy Minister  
Public Safety Division and Public Safety Training Division

**SUBJECT:** **Special Investigations Unit Act In-force Date**

<b>DATE OF ISSUE:</b>	<b>January 21, 2020</b>
<b>CLASSIFICATION:</b>	<b>General Information</b>
<b>RETENTION:</b>	<b>Indefinite</b>
<b>INDEX NO.:</b>	<b>20-0001</b>
<b>PRIORITY:</b>	<b>Normal</b>

At the request of the Ministry of the Attorney General, I am sharing a communication regarding the *Special Investigations Unit Act, 2019* (SIU Act) and a proposed in-force date of **June 30, 2020**.

Please review the attached memo from Assistant Deputy Attorney General Jane Mallen, which provides details on the SIU Act. If you require further information, please contact Andrea Hargovan at [Andrea.Hargovan@ontario.ca](mailto:Andrea.Hargovan@ontario.ca).

Sincerely,

A handwritten signature in black ink that reads "Marc Bedard".

Marc Bedard  
Assistant Deputy Minister  
Public Safety Division and Public Safety Training Division

Attachment



**Ministry of the  
Attorney General**

Office of the Assistant Deputy  
Attorney General

Policy Division

McMurtry-Scott Building  
720 Bay Street, 7th Floor  
Toronto ON M7A 2S9

Tel: 416 212-5365  
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**Ministère du  
Procureur général**

Bureau du sous-procureur  
général adjoint

Division des politiques

Édifice McMurtry-Scott  
720, rue Bay, 7<sup>e</sup> étage  
Toronto ON M7A 2S9

Tél. : 416 212-5365  
Télééc. : 416 326-2699

January 17, 2020

**MEMORANDUM TO:** Marc Bedard, Assistant Deputy Minister  
Public Safety Division, Ministry of the Solicitor General

**FROM:** Jane Mallen, A/Assistant Deputy Attorney General  
Policy Division, Ministry of the Attorney General

**SUBJECT:** Special Investigations Unit Act In-force Date

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The purpose of this memorandum is to advise policing stakeholders across the province of the government's proposal to bring the [Special Investigations Unit Act, 2019](#) (SIU Act) into force on June 30, 2020.

On March 26, 2019, [Bill 68, the Comprehensive Ontario Police Services Act, 2019](#) (COPS Act) received Royal Assent. The COPS Act includes a new standalone statute, the SIU Act, which will focus on clarifying the mandate of the SIU to ensure more timely, efficient, reasonable and transparent investigations. The new legislation will ensure that the province has effective and independent police oversight, while respecting the integrity and professionalism of our province's frontline police officers.

Once in force, the SIU Act will:

- establish the SIU as a fully independent provincial agency;
- require the SIU to investigate any discharge of a firearm at a person by an official, regardless of whether serious injury or death occurred;
- remove the ability of the SIU to investigate criminal conduct of policing officials outside of its mandate;
- permit the SIU to investigate special constables employed by the Niagara Parks Commission and peace officers in the Legislative Protective Service, in addition to police officers; and,
- require the SIU to report publicly on investigations that take more than 120 days to complete and release further updates every 30 days thereafter.

The government is proposing to bring the SIU Act into force on **June 30, 2020**. If members of the law enforcement community would like to provide feedback on the proposed in-force date, they can provide their views to the us via email to Andrea Hargovan, Director of the Agency and Tribunals Branch in the Ministry of the Attorney General at [Andrea.Hargovan@ontario.ca](mailto:Andrea.Hargovan@ontario.ca).

Thank you for your assistance in bringing this memorandum to the attention of the policing community. We look forward to continuing to work with police services to enhance the openness and transparency of Ontario's policing oversight system.

Sincerely,

Original signed by

Jane Mallen  
A/Assistant Deputy Attorney General  
Policy Division  
Ministry of the Attorney General



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 26, 2020

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**2017-2019 Business Plan: Year 3 Status Report**

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**RECOMMENDATION**

1. That the Board receive this report.

**SYNOPSIS**

Over the last three years, the 2017-2019 Business Plan has served as a strategic roadmap that outlines our efforts to deliver high quality policing services that help us achieve our vision to make a difference in our community. The Business Plan was developed through extensive consultation with our residents, community partners, business partners and members of York Regional Police. As set forth under our four cornerstones of Community Focus, Operational Excellence, Preferred Place of Employment and Superior Quality Service, these priorities included enhancing public trust and confidence, working with partners in addressing community safety issues, delivering sustainable and effective police services, leveraging the latest technology in maximizing police resources and ensuring our roads, schools and communities are safe through prevention and enforcement.

Our progress in achieving the goals of the 2017-2019 Business Plan is detailed annually to the Board. This report highlights the significant accomplishments we have made and summarizes the overall status of the implementation plans developed to support it. We are pleased to report that we completed 93 percent of these planned activities and continue to ensure the continuous improvement of our programs and services to meet the needs of the community.

**FINANCIAL IMPLICATIONS**

None.

**BACKGROUND**

The York Regional Police business planning process was undertaken in accordance with Police Services Board Policy No. 03/10 and York Regional Police Procedure AI-001 Framework for Business Planning. The Business Plan covered three years spanning from 2017 to 2019 and our objectives were aligned to four interconnected strategic priority areas known as the “Cornerstones of Success”. These are Community Focus, Operational Excellence, Preferred Place of Employment, and Superior Quality Service.

The 2017-2019 Business Plan included 12 objectives and 36 actions. A total of 113 activities were implemented to accomplish these objectives and associated actions. As of February 2020, York Regional Police completed 105 of the 113 planned activities. The eight remaining activities are planned to be carried over to the 2020-2022 Business Plan cycle; seven of which are currently in progress and one that was not started due to implications related to change in government.

The following chart shows the breakdown of the 2017-2019 Business Plan objectives, actions and planned activities for each Cornerstone of Success.

**2017-2019 Business Plan – Objectives, Actions and Activities**

<b>Cornerstone</b>	<b>Objectives</b>	<b>Actions</b>	<b>Activities Planned</b>	<b>Completed Activities</b>	<b>Carry-Over Activities</b>
<b>Community Focus</b>	3	9	26	25 (96.2%)	1
<b>Operational Excellence</b>	3	9	20	19 (97.5%)	1
<b>Preferred Place of Employment</b>	3	9	28	26 (96.4%)	2
<b>Superior Quality Service</b>	3	9	39	35 (96.2%)	4
<b>Total</b>	<b>12</b>	<b>36</b>	<b>113</b>	<b>105 (92.9%)</b>	<b>8</b>

Highlights of the 2017-2019 Business Plan accomplishments are outlined in Appendix A and further details of all planned activities are outlined in Appendix B. Appendix C outlines results of measures for each Cornerstone which were set at the beginning of the 2017-2019 Business Plan cycle.

In summary, York Regional Police worked diligently and accomplished the majority of the planned activities within the past three years. Members, residents, community and business stakeholders were instrumental in the implementation and success of this Business Plan. York Regional Police is dedicated to continue efforts that ensure safe and secure communities.

Brian Bigras, MAL  
Deputy Chief of Police #799  
Investigations Branch

BB:ra

Attachments:

Appendix A: 2017-2019 Business Plan Status Report – Highlights

Appendix B: 2017-2019 Business Plan Status Report

Appendix C: 2017-2019 Business Plan Status Report – Cornerstone Measures

Accessible formats or communication supports are available upon request.



## Appendix A



# 2017-2019 Business Plan Status Report Highlights



**COMMUNITY FOCUS**



**OPERATIONAL EXCELLENCE**



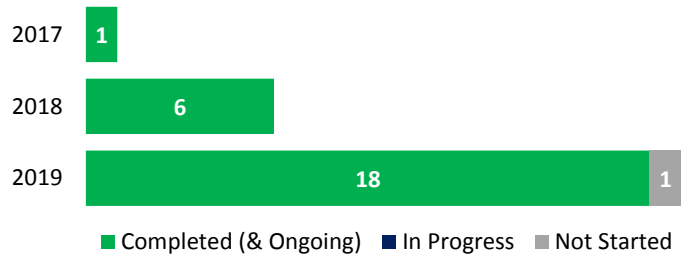
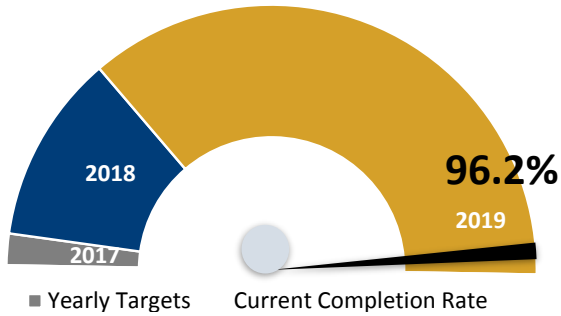
**PREFERRED PLACE OF EMPLOYMENT**



**SUPERIOR QUALITY SERVICE**

## Community Focus

● On Track

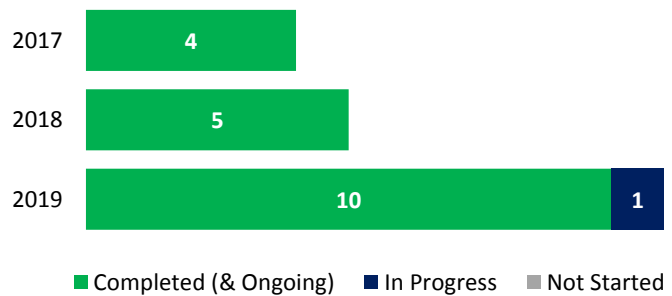
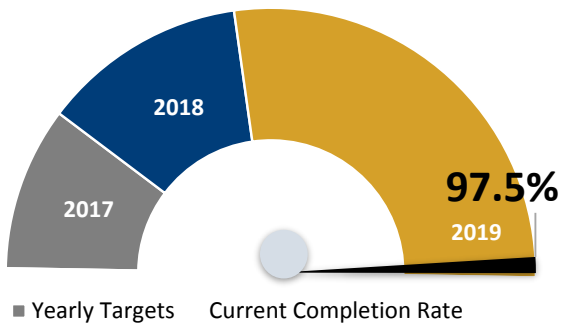


### 2019 Highlights:

- ✓ Continued community engagement and crime prevention initiatives:
  - Public safety awareness presentations
  - Participation in community events and celebrations
  - Security Camera Registry program
- ✓ Online services updated to include fingerprint and photograph destruction applications
- ✓ Collaboration with York Region Public Health to launch the York Region Opioid Action Plan
- ✓ Development of mobile applications, in partnership with Sheridan College, geared towards educating youth on prevalent issues
- ✓ Completed procurement of a fixed-wing aircraft

## Operational Excellence

● On Track

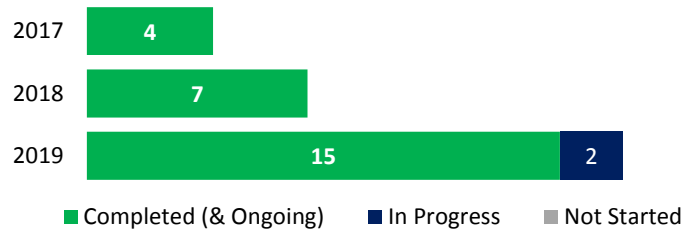
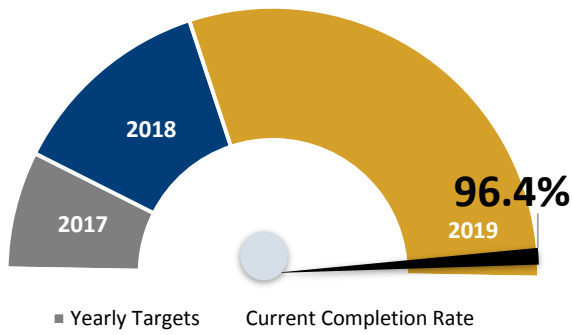


### 2019 Highlights:

- ✓ Completed several joint force operations targeting priorities such as organized crime and home invasions
- ✓ Completed large scale emergency preparedness exercises with several partners
- ✓ Launched updated Code of Ethics and Organizational Values as part of the overall Ethics framework
- ✓ Developed a structured approach to policing emerging violent crime trends
- ✓ Advancements made to Business Intelligence tools to enhance evidence-based decision making

## Preferred Place of Employment

● On Track

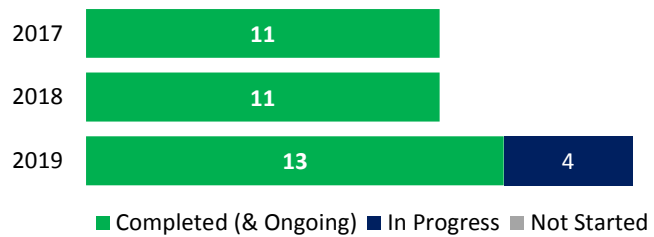
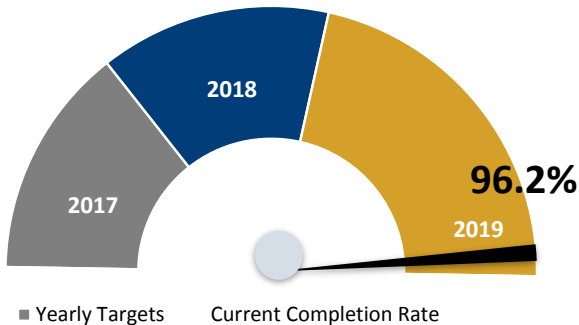


### 2019 Highlights:

- ✓ Continued to promote information about York Regional Police to our diverse communities
- ✓ Awarded GTA's Top 100 Employer for the fourth year in a row and Top Youth Employer for the second year in a row
- ✓ Formed sub-committees to examine staff and professional development, harassment, and recruiting
- ✓ Launched new and improved YRPnet
- ✓ Development of a comprehensive Wellness Strategy which includes a Mental Health Strategy and PTSD Prevention Plan

## Superior Quality Service

● On Track



### 2018 Highlights:

- ✓ Opening of north-end collision reporting centre giving more options to residents
- ✓ Portable technology installed in vehicles for efficient and mobile report taking
- ✓ Selected vendor for Digital Evidence Management System and In-Car Camera platforms
- ✓ Established Memorandums of Understanding with several community stakeholders to enhance co-ordination of resources
- ✓ Continue to meet regularly with Regional and Municipal partners to discuss growth and development initiatives which impact policing





## Appendix B



# 2017-2019 Business Plan Status Report



**COMMUNITY FOCUS**



**OPERATIONAL EXCELLENCE**



**PREFERRED PLACE OF EMPLOYMENT**



**SUPERIOR QUALITY SERVICE**



**COMMUNITY FOCUS**



**OPERATIONAL EXCELLENCE**



**PREFERRED PLACE OF EMPLOYMENT**



**SUPERIOR QUALITY SERVICE**



## APPENDIX B: 2017-2019 BUSINESS PLAN YEAR THREE STATUS REPORT COMMUNITY FOCUS

<b>OBJECTIVE</b>	<b>1. To maintain public trust and confidence through community engagement</b>
<b>ACTION</b>	<b>1a Enhance engagement, communication and outreach with our community to promote the sharing of information and mutual respect</b>
<b>ACTIVITY</b>	<b><i>1a (i) Districts to partner with YRP service areas to engage with community members and provide public safety presentations (Year 1 to 3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Throughout 2019, all five districts, in collaboration with other York Regional Police service areas engaged with community members to provide public safety awareness. Community Services, for example, was engaged with the Districts to provide public safety presentations to various groups, agencies and residents, including students and seniors. Presentation topics included personal safety, road safety, break-in prevention, fraud prevention, crime prevention, and CPTED. Furthermore, the Districts' Community Oriented Response (COR) Units also partnered with agencies to engage with community members to provide public safety messaging. Districts partnered with Corporate Communications to create vignettes and social media campaigns on water safety, ice safety, bike safety, and distraction theft to name a few.
<b>ACTIVITY</b>	<b><i>1a (ii) District Commanders to have Town Hall meetings with each DCLC (Year 1 to 3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	All five Districts have hosted up to four District Community Liaison Committee (DCLC) Town Hall meetings in 2019. Examples of topics discussed included: Community road safety; neighbourhood watch and crime prevention; By-Law relating to short-term rentals such as Air BnB; and the Vaughan Park Ambassador program. Districts also led Town Hall meetings throughout the community to discuss local crime trends such as distraction thefts and break and enters.
<b>ACTION</b>	<b>1b Increase our interaction with children, youth, seniors, persons with disabilities, victims, and other vulnerable populations</b>
<b>ACTIVITY</b>	<b><i>1b (i) Track and report back on District initiatives that increase interaction (Year 1 to 3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	All five Districts' initiatives to increase interaction with the community are regularly planned, on-going, and tracked. Some examples of initiatives include: mobile device enforcement; road safety initiatives; flag raising ceremonies; Black History Month and Asian Heritage Month celebrations.
<b>ACTION</b>	<b>1c Provide greater police presence in the community to improve public safety</b>
<b>ACTIVITY</b>	<b><i>1c (i) Front-Line Patrol Officers will utilize 10% of their time to do community engagement (Year 1 to 3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Front-line officers from each District continue to make efforts to dedicate time for community engagement by organizing different strategies and initiatives. Examples include attending municipal celebration parades and cultural celebrations, charity sporting events, fundraisers, community safety initiatives, food and toy drives, and general foot patrols.
<b>ACTIVITY</b>	<b><i>1c (ii) Coordinate plans with King City for the construction of the policing substation (Chief's goals) (Year 2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2

<b>ACTIVITY</b>	<b><i>1c (iii) Conduct foot patrols and/or bike patrols during community event (Year 1 to 3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	All five Districts continue to conduct foot and bike patrols as part of their focus on community engagement. Officers routinely conduct foot and bike patrols at community events and programs, retail establishments, parks, schools, and transit stops during the pedestrian safety initiative.
<b>ACTIVITY</b>	<b><i>1c (iv) Complete the procurement process for the acquisition of a fixed-wing aircraft to mitigate the risk associated to mobile surveillance and to supplement the operational capacity of AIR2.</i></b>
<b>STATUS</b>	Completed
	The procurement process for a fixed-wing aircraft has been completed. The Police Services Board (PSB) has reviewed and approved this purchase which will be completed by Q2 of 2020.

<b>OBJECTIVE</b>	<b>2. To continue developing partnerships within the community focused on a shared sense of ownership for crime prevention and community safety</b>
<b>ACTION</b>	<b>2.a Enhance awareness to the public on our reporting tools, community resources and programs</b>
<b>ACTIVITY</b>	<b><i>2a (i) Enhance awareness of “Text to 911” for deaf, deafened or hard of hearing populations (year 2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>2a (ii) Enhanced awareness of online services such as reporting and police background checks (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police continues to enhance awareness of online services such as reporting and police background checks. The online reporting section of yrp.ca was re-designed to make it more user-friendly and appealing to the eye. Online application forms for fingerprint and photograph destruction are now available through yrp.ca. Campaigns promoting online background checks and a new security camera registry program were launched through print and social media.
<b>ACTIVITY</b>	<b><i>2a (iii) Addition of external established crime preventions links on our external website (year 2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>2a (iv) Promote the Vulnerable Persons Registry on our external website and with related support agencies (year 1-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	The Vulnerable Persons Registry has been promoted through yrp.ca. The content on the site is more informative and user-friendly. In addition, several videos were produced and posted on YRP's YouTube channel which include Project Lifesaver testimonials and bracelet assembly instructions.
<b>ACTION</b>	<b>2b Empower our community partners and leverage their knowledge and resources to proactively manage issues that have an impact on the community</b>
<b>ACTIVITY</b>	<b><i>2b (i) Educate our community about upcoming changes to Police Services Act (PSA) (year 2-3)</i></b>
<b>STATUS</b>	Not Started
<b>SUMMARY</b>	Changes to the Police Services Act (PSA) have not been communicated to the public due to the current status of legislation. Changes to the Act are uncertain and will be communicated to the public when they are finalized.
<b>ACTIVITY</b>	<b><i>2b (ii) Establish closer relationship with York Region Public Health Unit (year 2-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police continues to grow its relationship with York Region Public Health by collaborating on initiatives. These initiatives include the launch of the York Region Opioid Action Plan in April 2019 and the delivery of “Fostering Well-Being and Mental Health through Student Voice for Healthy Schools and Workplaces” conference in October 2019. Further collaboration will be established through the Community Safety and Well-Being plan and the existing Mental Health roundtable.

<b>ACTIVITY</b>	<b><i>2b (iii) Continue to collaborate with municipal departments to address community issues (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>Summary</b>	All five Districts collaborate with municipal departments on an ongoing basis to address community issues. Regular updates outlining local crime trends and complaint areas are provided to Mayors and Councillors. Ongoing meetings with municipal by-law offices and other committees to discuss issues with short-term rentals.
<b>ACTION</b>	<b>2c Encourage collaboration with our community and policing partners to enhance the capacity of the community to address safety and crime issues</b>
<b>ACTIVITY</b>	<b><i>2c (i) Community e-newsletter (Carry over from 2014-2016) (year 2-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	It was determined that a YRP community e-newsletter was not required as the intent of providing information to the community was met in other ways which include a vastly improved news section on yrp.ca and strong social media presence.
<b>ACTIVITY</b>	<b><i>2c (ii) Evolve the DCLC's to reflect changes in the PSA regarding community safety and wellbeing (year 2-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police continues to make enhancements to the DCLC's in the districts. Efforts include diversifying the DCLC to better reflect the demographics of the community, delivering a set of expectations to the DCLC, and holding regular meetings with the DCLC at each district to discuss community concerns. Further communication will be provided to DCLC members once the York Region Community Safety and Wellbeing plan has been finalized and approved.

<b>OBJECTIVE</b>	<b>3. To engage youth and community partners to encourage positive police and youth relations</b>
<b>ACTION</b>	<b>3a Implement strategies that promote positive and respectful relationships, fostering a safe environment for youth in our community</b>
<b>ACTIVITY</b>	<b>3a (i) Implement the YRP Youth Strategy (year 2-3)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police continues to make progress in all four areas of the Youth Strategy which include reducing substance abuse, tackling mental health, bullying, and safe social media. Examples of initiatives are: youth scholarship awards; charity sporting events; photography club; YIPI, ESP, and 32 MP cadet programs; and youth conferences.
<b>ACTIVITY</b>	<b>3 a (ii) Ensure the completion of a Diversity Classroom at the Community Safety Village (year 1-2)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	The Human Rights classroom, previously referred to as the Diversity classroom, at the Community Safety Village was completed end of 2019.
<b>ACTION</b>	<b>3b Increase engagement and collaboration with youth using interactive tools like social media</b>
<b>ACTIVITY</b>	<b>3b (i) Utilize the most current social media tools to engage with youth (year 1-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	YRP continues to utilize the most current social media tools to engage with youth. Snapchat filters are used for specific campaigns and Instagram is being used to target a younger demographic than Twitter and Facebook. In addition, applications geared towards educating teenagers on prevalent issues has been developed for use at the Community Safety Village.
<b>ACTIVITY</b>	<b>3b (ii) Explore options for more officer engagement via social media in conjunction with Corporate Communications (year 2)</b>
<b>STATUS</b>	Completed and Ongoing
<b>Summary</b>	Completed Year 2 - YRP continues to explore different options for officer engagement via social media. For example, Corporate Communications has led Tweet-along campaigns with front-line officers and a virtual town hall where the community got an opportunity to engage with the Executive Command Team.
<b>ACTIVITY</b>	<b>3b (iii) Promote pre-existing youth oriented crime prevention and safety messages offered by other agencies (year 1-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police promotes youth oriented crime prevention and safety messages in partnership with other agencies as part of routine business. Examples include initiatives with MADD for RIDE campaigns; a contest in partnership with Cosmo Music to help end youth violence; the Future Aces Positive Ticket program in partnership with the Herbert H. Carnegie Future Aces Foundation which celebrates successes and fosters positive behaviour in youth; We Belong - Pride Breakfast in partnership with AIDS Committee of York Region, York Pride, PFlag York Region, and Family Services York Region to send a strong message of belonging in the community.
<b>ACTION</b>	<b>3c Provide greater awareness and education to community partners and parents on crime prevention and personal safety for youth</b>
<b>ACTIVITY</b>	<b>3c (i) Crime prevention app (year 3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	A total of three games, including the 'Twice A Child' application, have been developed by Sheridan College and implemented in student programming at the Community Safety Village.

<b>ACTIVITY</b>	<b><i>3c (ii) Enhancement of the United super hero program (year 1)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b><i>3c (iii) Add personal wellness service provider links and resources to our website (year 2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3c (iv) Modernize and update crime prevention portion of the website (year 2-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police continues to modernize and update crime prevention outreach through the YRP website. The website has been updated to include registration for YRP's Crime Prevention Academy, tips to identify crime in the community, and safety information to name a few. A new Security Camera Registry program was launched in 2019 which allows members of the community to inform police that they have installed security cameras on their property.
<b>ACTIVITY</b>	<b><i>3c (v) Collaboration with parent and school councils to provide additional crime prevention information (year 1-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police has ongoing collaboration with parent and school councils to provide additional crime prevention information. Youth Education Officers attended schools for parent/student drop-in sessions.





**COMMUNITY FOCUS**



**OPERATIONAL EXCELLENCE**



**PREFERRED PLACE OF EMPLOYMENT**



**SUPERIOR QUALITY SERVICE**



## APPENDIX B: 2017-2019 BUSINESS PLAN YEAR THREE STATUS REPORT

### OPERATIONAL EXCELLENCE

<b>OBJECTIVE</b>	<b>1. To enhance crime detection, suppression and enforcement activities through evidence-based decision making</b>
<b>ACTION</b>	<b>1a Utilize intelligence-based approaches and data to address crimes that affect the community</b>
<b>ACTIVITY</b>	<b><i>1a (i) Customize Business Intelligence dashboards to aid in intelligence-led policing initiatives (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	The Business Intelligence Unit completed all planned BI dashboard enhancements for 2019. New dashboards have been created and functionality has been improved to existing dashboards to support community safety through intelligence-led policing.
<b>ACTIVITY</b>	<b><i>1a (ii) Expand pilot of Active Operating Picture (AOP) including training (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	The Active Operating Picture (AOP) application is fully implemented and all members requiring training have been trained. New layers have been added and improvements have been made to the AOP map to support community safety through intelligence-led policing.
<b>ACTIVITY</b>	<b><i>1a (iii) Expand pilot of Active Operating Picture (AOP) including training (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	A pilot project for the Intelligence-led Violence Prevention Deployment Strategy directed focused patrols to align with district initiatives. It was later expanded to include residential Break and Enter prevention. The strategy has been formalized into a structured approach to emerging violent crime trends that will be implemented on an as needed basis to deter crime in York Region.
<b>ACTION</b>	<b>1b Identify and act upon evolving risks to the community, such as drug production, fraud, cybercrime, human trafficking, organized crime, and our response to persons in crisis</b>
<b>ACTIVITY</b>	<b><i>1b (i) Coordinate and implement joint force operations to target crime priorities (year 1-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police has coordinated and implemented joint force operations to target crime priorities. These operations include: Project CONVALESCE targeting Human Trafficking joint forces with CISO, TPS, OPP, PRP, and the Quebec Integrated Human Trafficking Task Force; Project SINDICATO targeting an organized crime group in illegal gaming money laundering joint forces with the TOC Task Force, CRA, OPP, PRP, CBSA, and FINTRAC; Project ZEN/MOON targeting two drug rings joint forces with DRP, OPP, TPS, and Health Canada.
<b>ACTIVITY</b>	<b><i>1b (ii) Enhance analysis and response to opioid related occurrences (year 1-2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>1b (iii) Modernization and restructuring of the Organized Crime Bureau (year 1)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1

<b>ACTIVITY</b>	<b><i>1b (iv) Update and revise our Counter-Terrorism and Major Incident Management procedures.</i></b>
<b>STATUS</b>	In Progress
<b>SUMMARY</b>	The Major Incident Management procedure (ER-004) was updated and revised to reflect YRP's response to mass casualty incidents in 2019. Revision and update of the Counter-Terrorism procedure (CT-001) will be carried-over to the 2020-2022 Business Plan cycle.
<b>ACTIVITY</b>	<b><i>1b (v) Successfully conclude a high-level residential break and enter investigation targeting a criminal organization responsible for a large number of break and enters in York Region and the Greater Toronto Area.</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police successfully conducted high-level residential break and enter investigations targeting break and enters in York Region and the Greater Toronto Area. These investigations include: Project BYPASS working in partnership with TPS, PRP, and HRP to target organized crime networks identified by IPCTF; Project CONDOR working in partnership with TPS, PRP, HRP, and OPP to target persons utilizing fraudulently registered vehicles to commit distraction thefts and break and enters; Project TRES, which commenced in November of 2019, is anticipated to complete early 2020.
<b>ACTION</b>	<b>1c Optimize the use of data to strategically address traffic enforcement and promote traffic safety priorities</b>
<b>ACTIVITY</b>	<b><i>1c (i) Development of traffic related dashboards(year 1-2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>1c (ii) Deployment of Armadillo traffic data tracker equipment to strategically address traffic enforcement (year 2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2

<b>OBJECTIVE</b>	<b>2. To manage and deploy resources in a responsible and sustainable way</b>
<b>ACTION</b>	<b>2.a Implement the new patrol service delivery model and ensure its continuous evaluation</b>
<b>ACTIVITY</b>	<b>2a (i) Implement the Sector-Based Policing Model in 1, 2, 3 and 4 District (ECT goals) (year 1)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTION</b>	<b>2.b Collaborate with partners to ensure we are fully prepared and trained to respond to large-scale events and emergencies in the community</b>
<b>ACTIVITY</b>	<b>2b (i) Coordinate an emergency exercise with the TTC (year 1-3)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Emergency Management officers coordinated an emergency exercise with TTC in January of 2019. York Regional Police has also coordinated Regional emergency management exercises with municipalities which included transit services in the Region.
<b>ACTIVITY</b>	<b>2b (ii) Conduct emergency exercises to prepare for large scale emergencies (year 1-3)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police conducted training with Fire and Paramedic services for Integrated Response to large scale emergencies. YRP has also coordinated Regional emergency response management exercises with all municipalities. Response to mass casualty events has been established.
<b>ACTION</b>	<b>2.c Effectively deploy and ensure ongoing review of resources to balance workload</b>
<b>ACTIVITY</b>	<b>2c (i) Conduct review of the Marine Unit (Chief's goals) (year 1)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police has completed a review of the Marine Unit and has commenced construction of a new Marine Facility with anticipated completion mid-2020.
<b>ACTIVITY</b>	<b>2c (ii) Complete a review of the current Deployment Chart and update scheduling software (ECT goals) (year 1)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b>2c (iii) Respond to the operational demands associated to the pending Cannabis Act and the related federal and provincial legislation(year 2-3)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2

<b>OBJECTIVE</b>	<b>3. To enhance organizational effectiveness and reinforce our high standard of professionalism</b>
<b>ACTION</b>	<b>3.a Implement an organization-wide ethics framework</b>
<b>ACTIVITY</b>	<b>3a (i) Creation of an ethics framework (year 1-2)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2 - The Professionalism Through Ethics Committee is now under the Breakthrough umbrella. A new set of organizational values and code of ethics have been presented to the organization. An ethics framework has been developed and is part of the Breakthrough Roadmap for implementation.
<b>ACTION</b>	<b>3.b Utilize data and tools such as business intelligence to support organizational effectiveness and performance</b>
<b>ACTIVITY</b>	<b>3b (i) Enhancement of electronic dashboards (ECT goals) (year 1-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	The Business Intelligence Unit completed all planned BI dashboard enhancements for 2019. New dashboards have been created and functionality has been improved to existing dashboards to support community safety with intelligence-led policing.
<b>ACTION</b>	<b>3.c Ensure a high level of customer service and professionalism when interacting with the public</b>
<b>ACTIVITY</b>	<b>3c (i) Administer customer service standards audit (year 1-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Customer service standards audit is administered on an annual basis as part of the Quality Service Standards (QSS) Audit. The audit is completed in accordance with Customer Service Board Policy #04/09 and reviews organizational compliance with each of the 13 Quality Service Standards. The 2019 QSS Audit has been completed and its findings and recommendations presented to the ECT. A report to the Police Services Board has been prepared for their consideration at their January 2020 meeting.
<b>ACTIVITY</b>	<b>3c (ii) Enhanced skills and awareness focusing on ethics and respect in the workplace (year 3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Breakthrough's Professionalism Through Ethics Committee (PTEC) has launched updated Code of Ethics and Organizational Values. New posters have been put up at all YRP locations. Metal lettering at HQ describing the Organizational Values have been replaced. Members of Breakthrough project teams participated in a Leading Transformations course in June 2019. A communication expert has been hired to develop a communication strategy for Breakthrough initiatives.



**COMMUNITY FOCUS**



**OPERATIONAL EXCELLENCE**



**PREFERRED PLACE OF EMPLOYMENT**



**SUPERIOR QUALITY SERVICE**



## APPENDIX B: 2017-2019 BUSINESS PLAN YEAR THREE STATUS REPORT

### PREFERRED PLACE OF EMPLOYMENT

<b>OBJECTIVE</b>	<b>1. To promote York Regional Police as an equitable and inclusive employer</b>
<b>ACTION</b>	<b>1a Deliver equitable and inclusive recruitment initiatives to reflect our diverse communities</b>
<b>ACTIVITY</b>	<b><i>1a (i) Promote YRP as an equitable and inclusive employer in our corporate messaging (year 1-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police continues to promote itself as an equitable and inclusive employer. Our commitment to equity, diversity, and inclusivity is demonstrated both internally and externally. York Regional Police has been awarded Greater Toronto Area's Top 100 Employer for four years in a row and Top Youth Employer for two years in a row. York Regional Police's Internal Support Networks are promoted and featured through events, social media, and strategic communications. To support recruiting diverse members to our organization, York Regional Police incorporates a focus on diversity and women into our current sworn recruiting campaigns. Additionally, Corporate Communication Bureau has created the 'Together We Are More' video, promoted recruiting campaigns including the Women in Policing Symposium and the African/Caribbean Recruiting Symposium through social media, and a campaign around job opportunities in the Communications Centre.
<b>ACTION</b>	<b>1b Collaborate with diverse community partners to promote policing as a desirable profession</b>
<b>ACTIVITY</b>	<b><i>1b (i) Post job postings in different languages, possibly in cultural newspapers (year 1-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	The York Regional Police Corporate Communications Bureau works with Uniform Recruiting to produce culture-specific recruiting material for use in diverse media outlets and commercial spaces. Recruiters attend more than 80 outreach events each year. The Corporate Communications Bureau is currently producing a video promoting diversity within York Regional Police that will also be used for recruitment purposes.
<b>ACTIVITY</b>	<b><i>1b (ii) Create external promotional material in different languages (year 2-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	When warranted, Corporate Communications creates external communication products in different languages for specific purposes. Examples include: recruiting handouts produced in eight languages; 'Together We Are More' video included statements in multiple languages; Break and Enter prevention material produced in Chinese and Farsi. Different media outlets will provide publication or broadcast translations for specific incidents or events.
<b>ACTION</b>	<b>1c Implement internal strategies and initiatives that promote the values of equality, diversity and social inclusion</b>
<b>ACTIVITY</b>	<b><i>1c (i) Creation of Women in Policing/Gender Strategy (year 3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Recommendations from the Vanguard project team were accepted by the Executive Command Team resulting in the formation of sub-committees which will examine staff and professional development, harassment, and recruiting.

<b>ACTIVITY</b>	<b><i>1c (ii) Develop an inclusion strategy in partnership with the Chief's Equity Advisory Committee (Carry over 2014-2016) (year 3)</i></b>
<b>STATUS</b>	In Progress
<b>SUMMARY</b>	An Inclusion Breakthrough team has been formed and participated in the Leading Transformation course. Development of an inclusion strategy in partnership with the Chief's Equity Advisory Committee will carry-over to the 2020-2022 Business Plan cycle.
<b>ACTIVITY</b>	<b><i>1c (iii) Implement Ontario's anti-racism strategy Bill 173 (year 2-3)</i></b>
<b>STATUS</b>	In Progress
<b>SUMMARY</b>	York Regional Police has engaged in consultations to examine procedures and biased-based policing patterns. The Breakthrough project team is in the process of reviewing the scope of work and definitions related to Bill 173. Carry-over to 2020-2022 Business Plan cycle.



<b>OBJECTIVE</b>	<b>2. To provide learning and personal growth opportunities that strengthen members' skills and core competencies</b>
<b>ACTION</b>	<b>2.a Advance the use of technology and tools to provide alternative training and learning opportunities for members</b>
<b>ACTIVITY</b>	<b>2a (i) Improvements to YRPNet (Carry over from 2014-2016) (year 3)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Improvements have been made to YRPnet. The new intranet was launched in August 2019.
<b>ACTIVITY</b>	<b>2a (ii) Completion of new training facility including state of the art gun range and simulation technology (year 1)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b>2a (iii) Enhanced e-learning curriculum (year 2-3)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Enhancements to the e-learning curriculum is an ongoing initiative. Cannabis and Street Check e-learning continues in concert with in-class training. Additional e-learning rolled out for CITE, Sexual Assault, the Investigative Development program, practical skills tutorial videos, SharePoint overview, plain clothes holster conversion, and restraint chair familiarization.
<b>ACTIVITY</b>	<b>2a (iv) Enhance the operational capacity of our Lawful Access capabilities by increasing our knowledge, training and capability in Covert Access Intercept techniques.</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police has enhanced its operational capacity of our Lawful Access capabilities by increasing knowledge, training and capability in Covert Access Intercept techniques. YRP participates in the CAIT committee, the LAES working group, and the Provincial Lawful Access Common Environment (PLACE) working group. The PLACE working group along with Provincial partners in the GTHA have identified a plan to move forward with a common intercept system anticipated to be fully operational by 2022. Members of the Technical Data Recovery and Special Services units have attended workshops and training including: advances wiretap workshop; Offensive Security Certified Professional (OSCP) course to develop 'hacking' skills for investigative purposes; JSI networking fundamentals. Additional JSI workstations have been purchased to ensure investigation and case requirements are met.
<b>ACTION</b>	<b>2.b Enhance our leadership training</b>
<b>ACTIVITY</b>	<b>2b (i) Implement Executive Leadership training in partnership with the Region of York (York Leads) (year 1-2)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTION</b>	<b>2.c Build sustainable and collaborative community partnerships that support and celebrate our diverse communities</b>
<b>ACTIVITY</b>	<b>2c (i) Increasing member cultural competency (year 1-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	YRP continues to increase member cultural competency. Several initiatives were completed in Year 1 and Year 2. A Breakthrough Project training sub-committee has been formed and is in the process of reviewing scope of work within the different project teams.

<b>ACTIVITY</b>	<b><i>2c (ii) Human Rights 101 e-learning (year 1)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b><i>2c (iii) Mandatory indigenous and anti-racism training as per Bill 173 (year 2-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Training relating to Indigenous people, anti-oppression, and anti-racism has been provided to members of York Regional Police. An Inclusion Strategy is currently under development through the Breakthrough project team. A Breakthrough Project training sub-committee has been formed and is in the process of reviewing scope of work within the different project teams. The training sub-committee is also reviewing Bill-173 for requirements and definitions.

<b>OBJECTIVE</b>	<b>3. To create a healthy and engaging workplace</b>
<b>ACTION</b>	<b>3.a Enhance awareness and understanding of health and wellness services to all members and their families</b>
<b>ACTIVITY</b>	<b><i>3a (i) Implement the Mental Health Strategy (ECT goals) (year 1-2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3a (ii) Create a substance abuse procedure (Carry over from 2014-2016) (year 2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3a (iii) Deliver Canadian Mental Health Association (CMHA) Workplace Wellness training to all supervisors (Carry over from 2014-2016) (year 1)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3a (iv) Implement an Attendance Support Program (ECT goals) (year 1)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3a (v) HR to review placement of accommodated staff members to enhance deployment of human resources (year 1-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Placement of accommodated staff members was reviewed to enhance deployment of human resources. The 'Accommodation and Return to Work' procedure has been completed and posted.
<b>ACTIVITY</b>	<b><i>3a (vi) Enhance our Wellness strategy by introducing financial literacy through tutorials using computer software</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Discussing additional methods to market available services with Morneau Shepell. Limited messaging sent through ICYMI and social media platforms. Partnerships with Morneau Shepell, YRP Chaplains, York Beyond the Blue, and YRPA to offer information sessions through 'Lunch and Learn' sessions, seminars, and other platforms in 2020.
<b>ACTIVITY</b>	<b><i>3a (vii) Review our Mental Health Strategy to ensure consistency with the PTSD Prevention Plan</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	The Mental Health Strategy and PTSD Prevention Plan have been written by Dr. Kyle Handley. The Wellness initiative is a project under the Breakthrough umbrella which is focused on developing a comprehensive wellness strategy to support all members at YRP.
<b>ACTIVITY</b>	<b><i>3a (viii) Create and commence implementation of a 911 Communications Centre Preferred Place of Employment Strategy that focuses on improving member wellness and organizational performance</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	A Communications modernization team has been working under the Breakthrough umbrella. Improvements have been made to training, recruiting and on boarding of new members. Staffing levels have been increased to ensure that member wellness is observed through adequate staffing and supervision.

<b>ACTION</b>	<b>3.b Develop meaningful ways to improve the impact of employee engagement</b>
<b>ACTIVITY</b>	<b><i>3b (i) Develop new methods to further enhance ECT and member engagement (year 1-2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2 - The Executive Command Team continues to seek out opportunities which enhance engagement with members. The internal communications strategy include: communicating progress of ongoing projects such as Breakthrough and DEMS/ICC; postings on YRPnet of minutes from Breakfast Banter sessions which allow members the opportunity to engage directly with the ECT; e-mails from the Chief to all members advising members of important issues affecting the organization such as legislative changes and court processes involving members; attendance at member led events. In addition, an Organizational Culture Inventory (OCI) was taken to determine how members currently feel about the current culture of the organization and what their ideal culture would be. The ECT continues to encourage commanders and supervisors to communicate appreciation for good work through different forms of recognition.
<b>ACTIVITY</b>	<b><i>3b (ii) Create dashboards on wellness and return to work metrics (year 3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	A dashboard was developed that includes wellness metrics. In talks with vendors to develop more specific metrics related to wellness and return to work.
<b>ACTIVITY</b>	<b><i>3b (iii) Review internal communication strategy (year 2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	A review of the internal communication strategy was completed. A new YRPnet was launched summer of 2019 which included changes to code of ethics, organization values, and Breakthrough project updates. An updated internal communication strategy will be developed in 2020
<b>ACTION</b>	<b>3.c Continue to encourage a work environment that promotes dignity and respect</b>
<b>ACTIVITY</b>	<b><i>3c (i) Implement York Leads 301 project – civility and respect strategy (year 1-2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3c (ii) Continue to promote member resiliency (mindfulness based resiliency training) and provide places to practice or organize group sessions (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Ongoing promotion and evaluation of member resiliency through mindfulness based resiliency training. Programs and services related to mindfulness, resiliency, and wellness have being introduced within the recruit training program.
<b>ACTIVITY</b>	<b><i>3c (iii) Review of organizational values and code of ethics (year 2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2 - Updated Organization Values and Code of Ethics have been created and rolled out to the organization.



**COMMUNITY FOCUS**



**OPERATIONAL EXCELLENCE**



**PREFERRED PLACE OF EMPLOYMENT**



**SUPERIOR QUALITY SERVICE**



## APPENDIX B: 2017-2019 BUSINESS PLAN YEAR THREE STATUS REPORT

### SUPERIOR QUALITY SERVICE

<b>OBJECTIVE</b>	<b>1. To support the modernization of policing throughout the organization</b>
<b>ACTION</b>	<b>1a Review and evaluate key business processes and programs to improve efficiencies</b>
<b>ACTIVITY</b>	<b><i>1a (i) York Leads 301 project to review member performance appraisal process (year 1-2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2 - Project 'Cornerstone' has been formed under Breakthrough to review the performance appraisal system, promotion process, and staff development.
<b>ACTIVITY</b>	<b><i>1a (ii) Front desk operations review (year 1)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 1 - Additional reviews to be conducted in the next Business Plan cycle.
<b>ACTIVITY</b>	<b><i>1a (iii) Review property crime response for efficiencies (year 1)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 1 - York Regional Police continuously reviews and evaluates business processes and programs to improve efficiencies, including our service delivery response to property crimes. Nova will work under the Breakthrough umbrella to improve efficiencies.
<b>ACTIVITY</b>	<b><i>1a (iv) Conduct a review of unfounded sexual assault incidents (year 1)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b><i>1a (v) Review of the Integrated Crime Analysis Program and develop an Integrated Crime Analysis Strategy that prepares York Regional Police for the future of crime analysis and business intelligence.</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police conducted a review of the Integrated Crime Analysis Program in order to develop an Integrated Crime Analysis Strategy that prepares York Regional Police for the future of crime analysis and business intelligence. A consultant was hired and a report was submitted identifying twenty recommendations to be implemented by the end of 2020.
<b>ACTIVITY</b>	<b><i>1a (vi) Continue to explore organizational efficiencies and the ongoing process of identifying civilianization opportunities</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police continues to explore opportunities to modernize service delivery. Under the Breakthrough project umbrella, the Nova team is conducting reviews in processes for prisoner meal, arrest warrant document transportation, prisoner transportation, response to unverified alarms, and alternate reporting methods including online tools.

<b>ACTION</b>	<b>1b Examine innovative ways to deliver our services through alternative methods</b>
<b>ACTIVITY</b>	<b>1b (i) Continue to explore alternate service delivery opportunities (year 1-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Through York Regional Police's commitment to modernization, we are exploring, recommending and implementing innovative and efficient projects, initiatives and processes that result in: saving front-line time, organizational resources, increased front-line officer availability and enhance services. Nova, under the Breakthrough umbrella, works to explore alternative service delivery opportunities to improve efficiencies. For example, In 2019 a pilot was launched to use Uber Eats food delivery service for prisoner meals which freed up time front-line officers, call takers, and dispatchers.
<b>ACTIVITY</b>	<b>1b (ii) Modernize search and rescue capabilities by developing a partnership with the Ontario Volunteer Emergency Response Team (year 1)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b>1b (iii) Explore the feasibility of a Shop Theft Release Program</b>
<b>STATUS</b>	In Progress
<b>SUMMARY</b>	The feasibility of a Shop Theft Release program has been explored. Research and review is ongoing and will be incorporated in the Breakthrough Project under Nova.
<b>ACTION</b>	<b>1c Ensure a culture of risk management is embedded in our processes and practices</b>
<b>ACTIVITY</b>	<b>1c (i) Transfer SAP and departmental MVCs to Training and Education Bureau (year 1)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2 - Suspect Apprehension Pursuit (SAP) was successfully transferred to the Police Vehicle Operations (PVO) unit within the Training and Education Bureau. Procedure LE-045 Suspect Apprehension Pursuits was updated and posted in August 2018 to reflect the changes. After review, the process of managing departmental MVC's will remain as is. Procedure LE-380 Departmental Collisions will be updated within the next Business Plan Cycle.
<b>ACTIVITY</b>	<b>1c (ii) Develop business continuity planning for York Regional Police (year 1-3)</b>
<b>STATUS</b>	In Progress
<b>SUMMARY</b>	Data management software for business continuity purposes is still being developed. SharePoint platform enhancement proposal is being considered. While resources have been reallocated due to operational priorities, it is expected the software development and implementation will be completed within the next business plan cycle. York Regional Police will partner with the Region of York to enhance the overall business continuity program.
<b>ACTIVITY</b>	<b>1c (iii) Review current risk management training provided to Front-Line and supervisors (year 2)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2 - York Regional Police continues to review risk management training that is provided to front-line and supervisors. Front-line supervisor and Incident Command courses are held for newly promoted officers. Mandatory Supervisor Development Courses, specifically designed to provide foundational learning in leadership and supervision as well as address the roles and responsibilities of members in different ranks, have been implemented.

<b>ACTIVITY</b>	<i>1c (iv) Review Operational Plan procedure (year 2)</i>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2



<b>OBJECTIVE</b>	<b>2. To use existing and emerging technologies to achieve our strategic and operational objectives</b>
<b>ACTION</b>	<b>2.a Explore alternative options for communication and reporting</b>
<b>ACTIVITY</b>	<b>2a (i) Enhance online reporting including exploring the option of reporting historical crimes online (year 2-3)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police continues to explore different options for members of the community to report a crime. The external website yrp.ca has been re-designed to make information readily available and online reporting tools more user-friendly. Victims and witnesses of crime in York Region are able to report historical sexual assaults, dangerous and aggressive driving, lost or stolen property, and other community concerns through the online reporting tool.
<b>ACTIVITY</b>	<b>2a (ii) Enhance the collisions reporting capabilities of the Collision Reporting Unit to reduce the associated workload on the front-line (year 1-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	The north-end Collision Reporting Unit has given residents more options on reporting collisions while reducing workload for the front-line. Project team Nova will be exploring further efficiencies including the potential to expand shifts and a larger parking area to contribute to capacity of taking reports.
<b>ACTION</b>	<b>2.b Leverage more technology options that advance our members' effectiveness and efficiency</b>
<b>ACTIVITY</b>	<b>2b (i) UAV pilot as a replacement for traditional ROV's (year 1)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b>2b (ii) Implementation of BI/AOP in vehicle (year 1)</b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b>2b (iii) Explore alternative technology use in vehicles (year 1-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Alternative technology for use in vehicles has been implemented in the form of a removable tablet which provides greater mobility and portability for officers. This platform allows officers to have full access to applications in vehicles as they would have at a YRP facility. New applications such as Automatic Licence Plate Recognition (ALPR), translation services, and Health IM. A pilot project is underway for electronic note taking.
<b>ACTIVITY</b>	<b>2b (iv) Review data governance model and digital evidence management system (Carry over from 2014-2016) (year 2-3)</b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Information Technology and Information Governance units have worked jointly to introduce SharePoint throughout the majority of the organization. Full roll-out will be completed early 2020. Axon has been selected as the vendor for Digital Evidence Management System (DEMS) and In-Car Camera (ICC) platforms. Implementation will commence in 2020.

<b>ACTIVITY</b>	<b><i>2b (v) Review cloud solutions for York Regional Police (year 3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	A Cloud Infrastructure roadmap has been completed. A cloud solution is being adopted in new technology beginning with Digital Evidence Management Systems (DEMS) and In-Car Camera (ICC). Additional cloud solutions will be explored in the future.
<b>ACTIVITY</b>	<b><i>2b (vi) Commence a POA Court Video evidence pilot project (year 1-2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2 - A POA Court video evidence pilot project went live at 5 District November 2018. 2, 3, and 4 Districts went live with POA Court video evidence, ahead of schedule, in June 2019.
<b>ACTIVITY</b>	<b><i>2b (vii) Utilize the SharePoint application to implement electronic workflow reporting models for departmental motor vehicle collisions, internal initiatives, found vehicle damage, suspect apprehension pursuits, use of force, and any other processes that are identified</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	A SharePoint workflow concept was completed. Anticipate to launch the utilization of electronic workflow for Departmental MVC's, SAP's and all aspects of Use of Force in Q1 2020.
<b>ACTION</b>	<b><i>2.c Enhance connectivity and co-ordinate resources with our community partners</i></b>
<b>ACTIVITY</b>	<b><i>2c (i) Explore memorandum of understanding possibilities with community stakeholders (year 1-3)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	York Regional Police continues to explore memorandums of understanding (MOU) with community stakeholders. An MOU with Oxford Properties, which will allow access to closed circuit footage for Upper Canada mall, has been signed. An MOU has also been signed between the United Nations (UN), York University, York Regional Police, and the Region of York in relation to Human Rights education.
<b>ACTIVITY</b>	<b><i>2c (ii) Explore cost recovery options for the P25 radio systems (year 1)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 1 - York Regional Police has added users to the P25 radio system to assist with cost recovery efforts. These users include Regional Roads, all fire services, EMS supervisors, Aurora By-Law, and Parks Canada. Vaughan By-Law is in the process of negotiations with the Region of York.
<b>ACTIVITY</b>	<b><i>2c (iii) Establish secure disaster recovery site (Carry over 2014-2016)</i></b>
<b>STATUS</b>	In Progress
<b>SUMMARY</b>	York Regional Police continues to evaluate whether a cloud solution or a physical solution is best for a disaster recovery site. Funding has been allocated for implementation in 2020. Ongoing development on this implementation plan will continue within the next Business Plan cycle.

<b>OBJECTIVE</b>	<b>3. To ensure policing practices respond to our changing community</b>
<b>ACTION</b>	<b>3.a Improve our members' knowledge of the social and community issues in the neighbourhoods they police</b>
<b>ACTIVITY</b>	<b><i>3a (i) Enhanced data sharing with partners (Census data, EnviroNics data, Data Consortium) (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police continues to enhance data sharing with partners through submissions to Statistics Canada, the Municipal Benchmarking Network Canada (MBNC), Major City Chiefs (MCM), our Provincial Ministries and the Police Services Board. We participate in the York Region Data Consortium and Strategic Plan Reporting and Advisory Committees. We worked with York Region to provide data to support the development of a risk-based Community Safety and Well-being Plan. We share information with a multitude of other community agencies and partners including the media, the Mental Health Roundtable, and the public through our Annual Statistical Reports and website Crime Map.
<b>ACTIVITY</b>	<b><i>3a (ii) Explore additional opportunities to use BI tools to assist in directed patrol activities and community engagement activities (year 1-2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2 - Officers have been trained on BI dashboards and AOP applications. York Regional Police continues to explore additional opportunities to use BI tools to assist in directed patrol and community engagement activities.
<b>ACTIVITY</b>	<b><i>3a (iii) Explore possible enhancements to the intelligence hub (year 2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3a (iv) Provide external reports on crime trends (year 2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3a (v) Provide external intelligence reports to our partners (year 2)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3a (vi) Develop and implement training demands associated to the pending Cannabis Act and the related federal and provincial legislation (year 1-2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTION</b>	<b>3.b Enhance our relationships with new Canadians in order to promote trust in police</b>
<b>ACTIVITY</b>	<b><i>3b (i) Collaboration with various units to deliver safety awareness sessions at Welcome Centres (Include Major Frauds, Special Victims, IDVU, Marine) (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	York Regional Police has committed to collaborating with various units to deliver safety awareness sessions at Welcome Centres. In addition, the Mental Health Support Unit is now engaged with providing mental health presentations at all Welcome Centre locations in York Region.

<b>ACTION</b>	<b>3.c Further prepare the organization to address regional changes associated with urban intensification</b>
<b>ACTIVITY</b>	<b><i>3c (i) Develop E-learning training regarding the subway extension (year 1)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b><i>3c (ii) District Commanders to meet with Mayor and Economic Development staff to discuss impacts of intensification (year 1)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b><i>3c (iii) Planning, Research and Evaluation to meet with Regional staff regarding development in York Region (year 1-3)</i></b>
<b>STATUS</b>	Completed and Ongoing
<b>SUMMARY</b>	Municipal Information Profiles were updated to inform the 2019 Environmental Scan, which included growth trends and development activities. The Manager of Facilities and our District Commanders meet regularly with Regional and Municipal Council members and other relevant staff to share information on growth and development issues that may impact policing services, including planned intensification hubs and transportation/infrastructure plans.
<b>ACTIVITY</b>	<b><i>3c (iv) Complete 6 month (in 2017) and 12 month (in 2018) sector evaluations (year 1-2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3c (v) Review and update facilities plan (year 1)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 1
<b>ACTIVITY</b>	<b><i>3c (vi) Ensure the completion of renovations at #4 District Headquarters (year 1-2)</i></b>
<b>STATUS</b>	Completed
<b>SUMMARY</b>	Completed Year 2
<b>ACTIVITY</b>	<b><i>3c (vii) Complete construction of Marine Unit (year 3)</i></b>
<b>STATUS</b>	In Progress
<b>SUMMARY</b>	Construction of the YRP marine facility is anticipated to be completed mid 2020

## Appendix C



# 2017-2019 Business Plan Status Report

## Cornerstone Measures



**COMMUNITY FOCUS**



**OPERATIONAL EXCELLENCE**



**PREFERRED PLACE OF EMPLOYMENT**



**SUPERIOR QUALITY SERVICE**

2017-2019 COMMUNITY FOCUS MEASUREMENTS

Measurement	2017	2018	2019																																										
Community satisfaction and confidence rate	No survey in 2017	From 2018 Business Survey: 95.4% responded they were satisfied with YRP, 96.2% agreed that YRP is trusted by the public	From 2019 Community Survey: 94.2% responded that they were satisfied with YRP, 94.0% responded they had confidence in YRP to keep community safe																																										
Number of mental health crisis calls to 9-1-1	3423 (Suicide, suicide attempt, emotionally disturbed persons as initial call type)	3443 (Suicide, suicide attempt, emotionally disturbed persons as initial call type)	3537 (Suicide, suicide attempt, emotionally disturbed persons as initial call type)																																										
Feedback from youth and community partners regarding youth engagement	<p>Throughout 2017-2019, numerous youth-focused engagement efforts were endeavoured. From special events to the daily interactions that Youth Education Officers and School Resource Officers engage in through their work, feedback from youth, school partners, and other community partners have been very positive</p> <p>As part of the efforts toward the creation of the new YRP Business Plan, focus group sessions were held with high school youth in the region. Input from youth during these sessions regarding youth-police relations showed very positive feedback.</p> <p>Letters of commendation for officers in Youth Engagement Bureau:</p> <ul style="list-style-type: none"> <li>• 2017: 57</li> <li>• 2018: 60</li> <li>• 2019: 37</li> </ul>																																												
Number of follow-ups completed by York Regional Police social workers	1401	1214	1174																																										
Number of referrals to Victim Services of York Region	<table border="1"> <thead> <tr> <th>Service Type</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>On-Scene Occurrences</td> <td>860</td> </tr> <tr> <td>Telephone Crisis Calls/ Office Visits</td> <td>15316</td> </tr> <tr> <td>Total Clients Served</td> <td>8930</td> </tr> <tr> <td>Female</td> <td>4984</td> </tr> <tr> <td>Male</td> <td>1212</td> </tr> <tr> <td>Children (0-15)</td> <td>2734</td> </tr> </tbody> </table>	Service Type	Count	On-Scene Occurrences	860	Telephone Crisis Calls/ Office Visits	15316	Total Clients Served	8930	Female	4984	Male	1212	Children (0-15)	2734	<table border="1"> <thead> <tr> <th>Service Type</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>On-Scene Occurrences</td> <td>876</td> </tr> <tr> <td>Telephone Crisis Calls/ Office Visits</td> <td>15799</td> </tr> <tr> <td>Total Clients Served</td> <td>10801</td> </tr> <tr> <td>Female</td> <td>6112</td> </tr> <tr> <td>Male</td> <td>1672</td> </tr> <tr> <td>Children (0-15)</td> <td>3017</td> </tr> </tbody> </table>	Service Type	Count	On-Scene Occurrences	876	Telephone Crisis Calls/ Office Visits	15799	Total Clients Served	10801	Female	6112	Male	1672	Children (0-15)	3017	<table border="1"> <thead> <tr> <th>Service Type</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>On-Scene Occurrences</td> <td>912</td> </tr> <tr> <td>Telephone Crisis Calls/ Office Visits</td> <td>12651</td> </tr> <tr> <td>Total Clients Served</td> <td>8574</td> </tr> <tr> <td>Female</td> <td>4730</td> </tr> <tr> <td>Male</td> <td>1683</td> </tr> <tr> <td>Children (0-15)</td> <td>2161</td> </tr> </tbody> </table>	Service Type	Count	On-Scene Occurrences	912	Telephone Crisis Calls/ Office Visits	12651	Total Clients Served	8574	Female	4730	Male	1683	Children (0-15)	2161
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2017-2019 COMMUNITY FOCUS MEASUREMENTS

Measurement	2017	2018	2019
Number of youth recommended to the Community Referral Program	186	131	322
Feedback from community partners and crime prevention program participants	<ul style="list-style-type: none"> <li>• Shine a Light Initiative received Crime Stoppers Community Award for best community based crime prevention program.</li> <li>• Seniors Safety Officers received recognition for YRP’s Seniors Day for their presentations on fraud and crime prevention.</li> <li>• Crime Prevention Officers received recognition from MacDonald’s Canada for “Coffee with a Cop” Initiative.</li> <li>• Crime Prevention Officers received recognition from IKEA Canada for ongoing crime prevention initiatives.</li> <li>• Crime Stoppers of York Region received several awards from Crime Stoppers International and Crime Stoppers Canada:</li> <li>• First Place Paul Boudreau Coordinator of the Year Award - Sergeant Trevor Hanko</li> <li>• First Place Productivity Award – Greatest Increase in Total Property Recovered Including Drugs</li> <li>• First Place Productivity Award – Greatest Increase in Total Arrests</li> <li>• First Place Specialized Program Award – Symposium: Illegal &amp; Illicit Trafficking of Wildlife</li> <li>• First Place Media Award – Print - Best Special Report/Feature: Student Poster Competition</li> <li>• First Place Productivity Award – Greatest Increase in Total Arrests</li> <li>• First Place Productivity Award – Greatest Increase in Total Property Recovered Including Drugs</li> <li>• First Place Media Award - Best Video Feature</li> <li>• First Place Media Award – Best Radio Feature</li> </ul>		

2017-2019 OPERATIONAL EXCELLENCE MEASUREMENTS

Measurement	2017				2018				2019
Total reported Criminal Code incidents per 100,000 population	3,008.51				3,245.89				Criminal code incidents statistics for 2019 will be available as part of the YRP Statistical Report 2019 and reported to PSB in April 2020
Ranking in all Crime Severity Index categories	<b>National Rankings</b>	<b>1<sup>st</sup> (Lowest)</b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>National Rankings</b>	<b>1<sup>st</sup> (Lowest)</b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	National comparators statistics for 2019 will be available in September 2020 and reported to PSB in September 2020
	Crimes Against Persons	Peel	<b>York</b>	Ottawa	Crimes Against Persons	Peel	<b>York</b>	Durham	
	Crimes Against Property	<b>York</b>	Peel	Ottawa	Crimes Against Property	<b>York</b>	Peel	Durham	
	Total Criminal Code	<b>York</b>	Peel	Ottawa	Total Criminal Code	<b>York</b>	Peel	Durham	
	Crime Severity Index - Total	<b>York</b>	Peel	Ottawa	Crime Severity Index - Total	<b>York</b>	Durham	Peel	
	<i>*Source: Statistics Canada 2017</i>				<i>*Source: Statistics Canada 2018</i>				
Feedback from members on the effective use of data and tools	From feedback gathered by the B.I team, there were numerous recorded instances where the use of the B.I tool allowed for timely analysis of data that led to the identification and location of various wanted parties and missing persons. Members continue to cite the usefulness of the B.I tool and data that it gathers. The below shows change in various types of frontline outcomes after the B.I roll-out/ training:								
		May 1, 2017 - April 30, 2018			May 1, 2018 - April 30, 2019			Change	
	<b>Officer Generated Arrests</b>	4056			3843			-213 (-5%)	
	<b>Officer Generated Arrests (excluding possession cannabis)</b>	2592			3264			+672 (+26%)	
	<b>Officer Generated Calls</b>	147,373			156,894			+9,521 (+6%)	
	<b>Community Engagement</b>	21,902 hours			35,588 hours			+13,686 (+62%)	
	<b>Proactive Time</b>	59,394 hours			115,391 hours			+55,997 (+94%)	
	<b>Warnings</b>	35,585			49,940			+14,355 (+40%)	
	<b>TSP Warnings</b>	16,800			19,625			+2825 (+17%)	
	<b>Traffic Safety Priority Tickets</b>	69,406			64,583			-4,823 (-7%)	



2017-2019 OPERATIONAL EXCELLENCE MEASUREMENTS

Measurement	2017	2018	2019
Minimum staffing level compliance	<p>2017: 68% above threshold, 32% below threshold (B.I Sector Model Analytics)</p> <p>2017 data not complete, B.I started during 2017</p>	<p>2018: 64.8% above threshold, 35.2% below threshold (B.I Sector Model Analytics)</p>	<p>2019: 63.1% above threshold, 36.9% below threshold (B.I Sector Model Analytics)</p>
Number of joint emergency-preparedness exercises	<ul style="list-style-type: none"> <li>February 2<sup>nd</sup> City of Vaughan Weather Exercise</li> <li>May 25<sup>th</sup> MetroLink train collision</li> <li>June Regional Exercise</li> <li>June 28<sup>th</sup> Vaughan Mills Mall Active Attacker</li> <li>July 29<sup>th</sup> City of Richmond Hill Annual Exercise</li> <li>October 9<sup>th</sup> City of Vaughan Emergency Operations Centre</li> </ul>	<ul style="list-style-type: none"> <li>March Buttonville Table Top exercise plane crash</li> <li>April 8<sup>th</sup> – Upper Canada mall full scale mass casualty exercise</li> <li>May 11 Vaughan Annual exercise Train derailment</li> <li>May 31 Joint exercise with Emergency Response Unit and Toronto Police Service for Hostage/armed barricaded</li> <li>September 18- Markham annual joint exercise</li> <li>September 27<sup>th</sup>- Chats community Housing code black table top scenario (bomb threat)</li> <li>June Regional Exercise</li> <li>October 24<sup>th</sup> Tabletop exercise with Makenzie Health Hospital code orange</li> <li>November 30<sup>th</sup> Country day school Run Hide Defend exercise</li> </ul>	<ul style="list-style-type: none"> <li>March 27<sup>th</sup> Buttonville tabletop joint exercise plane crash</li> <li>March 27<sup>th</sup> CIC scenario with Emergency Response Unit</li> <li>May 3<sup>rd</sup> Region of York Annual exercise</li> <li>May 29<sup>th</sup> Run Hide Defend exercise with Sunnybrook</li> <li>June 18<sup>th</sup> Table Top exercise with Southlake Hospital code orange</li> <li>June 23<sup>rd</sup> live exercise with Vaughan Fire hazmat drill</li> <li>October 2<sup>nd</sup> Run Hide defend live exercise with Markham Stouffville Hospital</li> <li>November 11<sup>th</sup> Provincial Court House</li> <li>December 4<sup>th</sup> Critical Incident Exercise with Markham fire, York Paramedic Services, Emergency Management, Emergency Response Unit, and Critical Incident Command</li> </ul>
Feedback from members on the performance appraisal process	<p>Through York LEADS and Breakthrough, a sub-committee has been tasked to review data on reviewing members' PA process. This, along with work from other Breakthrough projects, have led to the formation of Project Cornerstone. Project Cornerstone aims to improve YRP's staff development and promotional process, as well as the performance appraisal process for members.</p>		
Member survey results of accountability perception	<p>Member survey was replaced with Organizational Culture Inventory in 2019</p>		

2017-2019 PREFERRED PLACE OF EMPLOYMENT MEASUREMENTS

Measurement	2017	2018	2019
Number of job applications received	Civilian: 2,346 Uniform: 796	Civilian: 6,307 Uniform: 648	Civilian: 7,126 Uniform: 583
Top employer recognition(s) received	Named by Mediacorp Canada Inc. as one of Greater Toronto Area top employers 2017-2019 Named one of Canada's Top 100 Employers for Young People for 2019		
Feedback from members on quality of learning and growth opportunities	Based on results from the 2019 Annual Requalification course evaluation, over 90% of learners agreed or strongly agreed that the training was relevant and applicable to their work. Based on results from the 2019 Classification programs course evaluations, approximately 98% of learners agreed or strongly agreed that the course content will be helpful for success in their future. Members from the Training and Education Bureau saw evidence of training gaps in the area of non-mandatory development. A collection of new development courses (named the Member Development Program) has since been developed to ensure our members are equipped with training opportunities to grow professionally and personally.		
Member survey results	Member survey was replaced with Organizational Culture Inventory in 2019		
Feedback from members on engagement through surveys and focus groups	Feedback surveys were sent after each of the four Breakfast Banter each year for 2017, 2018, and 2019, with 12-14 members engaged at each session. Feedback regarding Breakfast Banter sessions are very positive. Members reported a high level of satisfaction on being able to engage with ECT in-person, and felt their questions and feedback were heard.		
Number of proactive district initiatives	1 District: 26 2 District: 22 3 District: 4 4 District: 9 5 District: 25	1 District: 17 2 District: 23 3 District: 54 4 District: 11 5 District: 41	1 District: 14 2 District: 28 3 District: 19 4 District: 11 5 District: 45
Feedback received regarding the newly created YorkLEADS training program	<p><b>YorkLEADS 301 (January 2017 to July 2018):</b> Participants reported a high level of satisfaction for the classroom sessions and external executive coaching component of this training. Participants felt the learning obtained was directly applicable to their project work for this training and their own workplaces. Some recommendations for improvement was provided for the Capstone Project stage. Participants expressed that they would like the projects to have more defined learning objectives; have projects introduced in the beginning of the classroom phase; have group size reduced; allowing more than one group assigned to a project topic; having a project coach to support group work; shorter project timeframe; and resources to implement project recommendations.</p> <p><b>YorkLEADS 201 (August 2018 to May 2019):</b> The evaluations indicated a high satisfaction rate for the training. Recommendations from participants include keeping course delivery logistics the same based on adult learning theories with minor modifications to the order of the sessions; modifying course content selection to better meet the learning needs of the participants; leveraging the expertise and resources that exist in participating organizations with external facilitators only being secured for identified gaps in staff expertise for session facilitations; making mentoring/ coaching available to contribute to the reinforcement of learning; and using technology to meet virtually while working on the Action Learning Projects.</p>		

2017-2019 SUPERIOR QUALITY SERVICE MEASUREMENTS

Measurement	2017	2018	2019
Efficiencies made to business processes and practices	<ul style="list-style-type: none"> <li>Review of #5 District Front Desk operations</li> <li>Internal review of Sexual Assault incidents</li> <li>York Regional Police continuously reviews and evaluates business processes and programs to improve efficiencies, including our service delivery response to property crimes. Project Nova will work under the Breakthrough umbrella to improve efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>Review of member performance appraisal process</li> </ul>	<ul style="list-style-type: none"> <li>Project Cornerstone formed under Breakthrough to review performance appraisal system, promotional process, and staff development</li> <li>Recommendations made and reviewed for the development of the Integrated Crime Analysis Strategy, to be implemented in 2020</li> <li>York Regional Police continues to explore opportunities to modernize service delivery. Under the Breakthrough umbrella, the Project Nova team is reviewing the processes for prisoner meals, arrest warrant document transportation, prisoner transportation, response to unverified alarms, and alternate reporting methods including online tools.</li> </ul>
Total cost for police services per capita	2017 – \$287	2018 – \$287	2019 – \$312
Number of risk-management presentations to our members	7	6	5
Effective implementation and use of new technologies and tools	<ul style="list-style-type: none"> <li>Implemented corporate-wide information governance system</li> <li>Mobile devices like tablets and smartphones, to be deployed to frontline officers</li> <li>Enhanced RTOC access to region transit cameras through B.I</li> </ul>	<ul style="list-style-type: none"> <li>Video testimony for south-end officers to provide remote testimony to Newmarket court</li> <li>Electronic video disclosure to courts</li> <li>LCBO Online Theft Report tool to save frontline time</li> <li>Covert speed measuring device deployed to evaluate public complaints in regards to speeding in specific areas, used to efficiently deploy frontline for speed enforcement</li> </ul>	<ul style="list-style-type: none"> <li>New upgraded YRP Intranet</li> <li>Vendor selected for new Digital Evidence Management system</li> <li>Versadex RMS 8.0 roll-out</li> </ul>
Number of social media followers	As of Jan 8 2020: <ul style="list-style-type: none"> <li>164,000 on Twitter</li> <li>49,960 on Facebook</li> <li>19,500 on Instagram</li> </ul>		

2017-2019 SUPERIOR QUALITY SERVICE MEASUREMENTS

Measurement	2017	2018	2019
Community feedback on our engagement with diverse communities	During 2017-2019 , DEIB members received 48 recognition letters from the community on community engagement work		
Number of presentations and initiatives at Welcome Centres and community events	<ul style="list-style-type: none"> <li>• 157 visits to the Welcome Centres</li> <li>• Total numbers of presentations at Welcome Centre and Community events 155</li> </ul>	<ul style="list-style-type: none"> <li>• 155 visits to the Welcome Centres</li> <li>• Total numbers of presentations at Welcome Centre and Community events 155</li> </ul>	<ul style="list-style-type: none"> <li>• 157 visits to the Welcome Centres</li> <li>• Total numbers of presentations at Welcome Centre and Community events 142</li> </ul>

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 26, 2020

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**Draft 2020-2022 Business Plan**

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**RECOMMENDATION**

1. That the Board approves the draft 2020-2022 Business Plan pursuant to the Board's Framework for Business Planning Policy No. 03/10 and post for public comment.

**SYNOPSIS**

In collaboration with the Regional Municipality of York Police Services Board, York Regional Police members and our citizens, the Planning, Research and Evaluation Unit developed the draft 2020-2022 Business Plan which serves as a strategic roadmap for our organization for the next three years. The Plan includes a summary of the environmental scan, highlights from surveys and consultations, and the proposed objectives and actions for the 2020-2022 business planning cycle.

The draft 2020-2022 Business Plan is being submitted to the Police Services Board for final content review and approval. The Business Plan will be released digitally as a website for the first time in March 2020. A link to the new digital Business Plan will be available on our external website and the Police Services's Board website. The link will also be emailed to internal and external stakeholders and will be promoted via social media. This new digital format will allow for further reach, greater accessibility and the opportunity for more interactive engagement with our people and our community.

**FINANCIAL IMPLICATIONS**

Funding is included in the 2020 Operating and Capital Budgets to facilitate the initial year of the Business Plan. Funding for years two and three are contained in the 2021 and 2022 Outlook, subject to approval via the annual budget process by the Board and Regional Council.

Printing costs for the 2020-2022 Business Plan will be down significantly from previous years as only a short one page pamphlet is being printed for distribution to our Districts.

## **BACKGROUND**

Pursuant to Section 30(1) of the Ontario Adequacy Standards Regulation and the Ministry of the Solicitor General Policing Standard AI-001 Framework for Business Planning, a police service board shall prepare, at least once every three years, a business plan that addresses:

- The objectives, core business and functions of the police service, including how it will provide adequate and effective police services;
- Quantitative and qualitative performance objectives and indicators relating to: community policing, community satisfaction, emergency calls for service, violent crime, property crime, youth crime and clearance rates, assistance to victims of crime, road safety, information technology, police facilities and resource planning.

Furthermore, Section 32(2) of the Regulation requires a board to consult with its municipal council, school boards, community organizations and groups, businesses and members of the public during the development of the business plan. Police Services Board Policy 03/10 Framework for Business Planning sets out the provisions for development of the three-year business plan to ensure compliance with these requirements.

In January 2018, the Police Services Board approved the 2020-2022 Business Plan Development Strategy. During the business planning cycle, an environmental scan was conducted and three comprehensive surveys were administered to businesses, York Region residents and members of York Regional Police. The surveys and the findings of the scan were reported to the Board in November 2018, and May and June of 2019.

A series of both internal and external consultation sessions were also held. They included focus groups, workshops, online mini-surveys and a Twitter “Townhall” to engage citizens, community organizations, partners and businesses. There were also consultations with new Canadians, our Members of Provincial Parliament and Municipal Mayors. York Regional Police members were consulted on an on-going basis during breakfast meetings and focus groups. A summary of the internal and external consultation findings was presented to the Board in September 2019.

To oversee the plan’s development, members of the Police Services Board were engaged in consultations. The draft plan presented to the Board reflects their identified priorities and incorporates the feedback and ideas obtained from York Region citizens, partners, community leaders and our members.

The draft 2020-2022 Business Plan addresses the core business and functions of our police service and establishes priorities to ensure the delivery of adequate and effective police services over the next three years. We have modified our design for our objectives and actions which now fall under two pillars; Our People and Our Community. The Business Plan continues to focus on providing leading edge law enforcement and prevention of crimes such as guns, drugs, cybercrime, organized crime, and local crime priorities. In addition, the Business Plan also focuses on increasing visibility in our communities through engagement with our police officers and enhancing crime prevention programs in partnership with our community.

The objectives and actions of our Business Plan will encourage our people to continue to deliver professional and superior quality service that demonstrates our commitment to our Vision to “Make a Difference in our Community”.

Brian Bigras, MAL  
Deputy Chief of Police #799  
Investigations Branch

BB:jg

Attachments: Appendix A: 2020-2022 Business Plan

Accessible formats or communication supports are available upon request





Appendix A



**2020-2022 Draft Business Plan content  
for the website**

DRAFT

# 2020-2022 Draft Business Plan Content

## Homepage

Blurb: 2020-2022 Business Plan Video (30 words)

Welcome to our first-ever digital business plan, which will serve as our roadmap for the next three years.

Blurb: Mission, vision, values (15 words)

Learn about the shared beliefs that guide our words, actions and decisions.

Blurb: Accomplishments (15 words)

See the difference we made in our community over the last three years.

Blurb: Objectives and Actions (15 words)

The goals we've set for our police service and how we plan to meet them.

Blurb: Policing Our Region, Current and Future Trends (35 words)

Our region has seen a whole lot of change in the last three years. Three years from now, the landscape will have evolved once again. Learn about the trends that influence policing in your community.

## Vision, Mission, Values

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

That is why we are so pleased to introduce our new values and code of ethics. These shared beliefs guide our conduct and reflect who we are as an organization.

### Vision

To make a difference in our community.

### Mission

We will ensure our citizens feel safe and secure through excellence in policing.

### Values

Our five values support two important pillars: Our People and Our Community.

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

Compassion: We care about the well-being of our members and the 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.

## Code of Ethics

In both our service to the community and conduct in the workplace, we uphold the high ethical standards expected of us by members of the public and our organization.

- We uphold our position of public trust by serving the community with integrity, professionalism and honesty. We are accountable for our behaviour, both in the community and in the workplace.
- We preserve the rights and freedoms of all individuals in accordance with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.
- We faithfully administer the law in a just, impartial and reasonable manner to everyone, regardless of their race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability.
- We promote equality, diversity and inclusivity, both in the community and in the workplace. We treat everyone with dignity and respect

## Demographic Overview: The Region We Serve

Home to nearly 1.2 million residents, York Region is recognized as one of the safest and most diverse regions in Canada. By 2041, the population is expected to reach nearly 1.8 million, outpacing both provincial and national growth levels.

York Region is comprised of nine municipalities, spanning from Steeles Avenue in the south to Lake Simcoe in the north. In total, the jurisdiction covers 1,756 square kilometres of land and 350 square kilometres of waterways. Every day, there are 2.4 million vehicle trips on York Region's 4,100 kilometres of urban and rural roads, helping residents get to where they live, work and play.

- More than 120 languages spoken
- 49 percent of residents self-identify as a visible minority
- By 2031, one in five residents will be age 65 or older
- 70 percent of residents have a post-secondary education
- 900,000 new jobs to be created by 2041

## Policing Our Region

York Regional Police has the responsibility of ensuring the safety and security of citizens across the region. We are constantly adapting to the evolving requirements of policing in our fast-growing and diverse community. To develop an effective plan for the future, members of the Planning, Research and Evaluation Unit continuously analyze available crime data, the internal environment and external social and demographic factors. These influences directly impact the way York Regional Police provides service to our community as we develop a roadmap for the next three years.



## Consultation Process

### Our Process

Over the last three years, York Regional Police has conducted workshops, focus groups and digital town hall events on social media, in addition to community and business surveys, to collect invaluable feedback and allow community members and other stakeholders in York Region to inform our plan.

Analysis of these interactions indicated our community wants to see York Regional Police:

- Enhancing police presence and increasing visibility in our neighbourhoods
- Building partnerships and relationships through engagement with diverse communities
- Informing the community through different sources, in multiple languages
- Continuing to demonstrate cultural sensitivity and respect during police interactions
- Preventing impaired, distracted and careless driving through effective traffic strategies and enforcement
- Promoting diversity and inclusion in hiring and training practices

### What we heard from our community

In 2019, York Regional Police distributed a community survey to 12,000 randomly selected households to gather input on policing, crime and safety in our residential communities. The survey allowed us to identify areas participants believe police should prioritize, while measuring levels of satisfaction, confidence and trust in York Regional Police.

The top five policing priorities identified by respondents were:

1. Crimes against property
2. Guns and gangs
3. Violent crimes
4. Traffic safety/enforcement
5. Drug control/enforcement

- 94.2% of respondents were satisfied with York Regional Police
- 94.0% of respondents had confidence in York Regional Police
- 94.3% of respondents believe York Regional Police has the trust of the public

### What we heard from businesses

In 2018, York Regional Police distributed a survey to 6,500 business owners, collecting invaluable feedback on crime, crime reporting, safety and other police-related issues as well as gauging levels of satisfaction and trust.

- Nearly 90% of respondents felt their business location was either safe or very safe
- 95.4% of respondents were satisfied with York Regional Police
- 96.2% of respondents believe that York Regional Police has the trust of the public

### What we heard from our members

For the past three years, York Regional Police has consulted with our members and collected feedback through a variety of methods, including quarterly breakfast meetings with the [Executive Command Team](#), focus groups and committee participation.

In consultation, our members identified these areas for York Regional Police to prioritize:

- Continuing to develop organizational efficiencies
- Committing to open, transparent communication
- Maintaining a superior police service amid a changing policing landscape
- Providing opportunities for professional development, increased civilian opportunities and succession planning
- Continuing to prioritize and promote member wellness
- Promoting diversity and inclusion in recruitment, training and promotional practices
- Engaging and fostering partnerships with youth

## Looking Back: Accomplishments between 2017 and 2019

### Community Focus

- Constructed the interactive, educational United League House at the Community Safety Village, featuring the YRP superheroes United and Unity
- Developed the United League game app to combat bullying, in partnership with Sheridan College
- Developed the Community Engagement Strategy
- Completed construction of the King Community Substation
- Enhanced internal collaboration to better engage and educate members of the community on crime prevention
- Continued growth of social media presence to engage with the community

In November of 2017, YRP introduced its social media followers to the Distracted Destroyer. Decked out in full hockey gear, this six-foot-tall goon helped educate the public on the dangers of distracted driving through the award-winning *Keep Your Head Up* campaign.

Garnering more than 800,000 views across YRP social media platforms, the campaign sent a clear message that we give a puck about road safety. To engage our community in the campaign, officers across the region handed out 6,000 custom Keep Your Head Up hockey pucks to members of the community.

The campaign also included a charity hockey game between officers and students from St. Brother André Catholic High School in Markham, which raised \$900 for Victim Services of York Region.

### Operational Excellence

- Implemented region-wide, sector-based policing model
- Led Community Opioid Education and Response Working Group, which assisted the development of an enhanced response to opioid-related occurrences
- Met operational demands surrounding the legalization of cannabis
- Enhanced development and implementation of business intelligence technology
- Coordinated joint-forces operations targeting human trafficking, drug trafficking and traditional organized crime
- Partnered with police agencies to conduct high-level residential break-and-enter and distraction theft investigations
- Participated in large-scale emergency training exercises alongside community safety partners

### SINDACATO DISRUPTS DANGEROUS ORGANIZED CRIME GROUP

A year-long investigation into a complex crime family led to the largest organized crime bust in York Region history in July 2019.

The joint-forces operation, dubbed Project Sindacato, netted more than \$35 million in proceeds of crime and led to 27 arrests, including nine high-ranking members of the Figliomeni crime group.

Seizures included 23 high-end cars, including five Ferraris, dozens of illegal gaming machines, roughly \$1 million in cash and \$1 million in jewelry and premium liquor.

The Vaughan-based group was linked to the dangerous 'Ndrangheta crime syndicate in Italy. York Regional Police detectives partnered with Italian State Police during the operation, who simultaneously made more than a dozen arrests overseas.

In Vaughan, officers executed search warrants at more than 20 commercial and residential properties, including numerous cafes. There, members of the crime group operated the gaming machines, collecting thousands of dollars, which was then laundered through businesses across the Greater Toronto Area.

Inspector Carl Mattinen, who led the project, said the group laundered tens of millions over the past few years.

[Learn more about the impact of Project Sindacato.](#)

#### Preferred Place of Employment

- Named by Mediacorp Canada Inc. as one of Greater Toronto's Top 100 employers in 2019, for the fifth year in a row and one of Canada's Top 100 employers for young people in 2019
- Continued to work on the development of an equity strategy
- Implemented components of the Mental Health Strategy
- Delivered new training and education that promotes cultural competency, dignity and respect
- Delivered equitable and inclusive recruitment initiatives to reflect our diverse communities
- Enhanced e-learning curriculum to improve member skills and knowledge

#### Feature Story:

From tuition subsidies for job-related courses, career mentoring, retirement planning assistance and commitment to equity and diversity, York Regional Police has established itself as a preferred place of employment.

For the fifth year in a row, our organization was named as one of the Greater Toronto's Top 100 Employers for 2020. The annual competition is run by Mediacorp Canada Inc. and recognizes employers with exceptional human resources programs and forward-thinking workplace policies.

"Our members work hard every day to ensure the safety and security of our community. To do this to the best of their ability, we know that as an employer, we must support our people through progressive programs, wellness initiatives and inclusivity," said Police Chief Eric Jolliffe.

## Superior Quality Service

- Conducted an extensive review of sexual assaults
- Developed an online reporting tool for victims of sexual assault
- Continued to evaluate and modernize police response to calls for service
- Updated video evidence management and technology in frontline vehicles to improve members ability to work effectively and efficiently
- Made improvements to intelligence hub for more effective information sharing
- Partnered with Welcome Centres, schools and religious institutions to build trusting relationships with new Canadians

## NEW REPORTING TOOL PUTS VICTIMS JUST A CLICK AWAY FROM HELP

For survivors of sexual assault, voicing their experiences for the first time can be traumatic and challenging – if not impossible.

In May 2018 – Sexual Assault Prevention Month – members of the Special Victims Unit launched a new online reporting tool, ensuring that a fear to speak up would no longer prevent survivors from seeking justice.

“For the first time, survivors had a way to reach out from a safe place, without trepidation about police vehicles arriving at their home, or the intimidation they may feel stepping into a police station,” said Detective Sergeant Simon James, the officer in charge of the unit. “They have faced enough trauma and we want to remove any barriers preventing them from reporting these crimes, or beginning their process of healing.”

The online reports, which are delivered directly to qualified sex assault investigators, have increased steadily since the tool was made available, resulting in numerous arrests.

[Read more about the role of police following a sexual assault and learn about the online sexual assault report.](#)

## Performance Measures

### For our people:

- Feedback on quality of learning and training opportunities
- Number of training courses
- Number of internal job postings
- Number of initiatives created that support member wellbeing
- Participation in wellness programs
- Feedback on wellness programs



- Top employer designation
- Effective implementation and use of new technologies and tools
- Feedback on new technologies and tools
- Efficiencies made to business processes

**For our community:**

- Community satisfaction rate
- Feedback on our engagement activities
- Participation in crime prevention programs
- Ranking in all crime severity index categories
- Violent crime clearance rates
- Number of RIDE hours and number of vehicles stopped
- Number of Road Watch reports
- Number of social media followers
- Number of joint emergency preparedness exercises
- Number of follow-ups by York Regional Police ,social workers
- Number of community events

## Our People: Objectives and Actions

<p><b><u>Professional Development:</u></b> To encourage personal and professional growth to maximize the potential of all members</p>	<ul style="list-style-type: none"> <li>• Provide learning and development opportunities that strengthen member skills and competencies</li> </ul>
	<ul style="list-style-type: none"> <li>• Align training with the needs of our members and our service</li> </ul>
	<ul style="list-style-type: none"> <li>• Support members in achieving individual career objectives</li> </ul>
<p><b><u>Member Support:</u></b> To cultivate an environment of professionalism, respect, and wellbeing</p>	<ul style="list-style-type: none"> <li>• Design, deliver, and increase awareness of wellness services that are reflective of members' needs</li> </ul>
	<ul style="list-style-type: none"> <li>• Guide and inspire members to uphold high standards of professionalism and ethics</li> </ul>
	<ul style="list-style-type: none"> <li>• Empower members to enrich their mental, emotional and physical wellbeing</li> </ul>
<p><b><u>Technology and Innovation:</u></b> To promote a culture that supports innovation to achieve strategic and operational objectives</p>	<ul style="list-style-type: none"> <li>• Leverage technology that enhances the effectiveness and safety of our members</li> </ul>
	<ul style="list-style-type: none"> <li>• Engage and collaborate with members to cultivate creative ideas and solutions</li> </ul>
	<ul style="list-style-type: none"> <li>• Broaden evidence-based practices to support crime detection and enforcement</li> </ul>
<p><b><u>Continuous Improvement:</u></b> To identify opportunities to improve services and processes</p>	<ul style="list-style-type: none"> <li>• Deploy and utilize resources effectively to ensure workload balance</li> </ul>
	<ul style="list-style-type: none"> <li>• Evaluate and develop infrastructure plans that meet the needs of the organization</li> </ul>
	<ul style="list-style-type: none"> <li>• Modernize key business processes</li> </ul>

## Our Community: Objectives and Actions

<p><b><u>Community Engagement:</u></b> To maintain public trust and confidence through ongoing positive interaction and outreach with our community</p>	<ul style="list-style-type: none"> <li>• Enrich engagement with our community focusing on youth, seniors, victims, diverse groups and vulnerable residents</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase visibility in our communities through engagement with police officers</li> </ul>
	<ul style="list-style-type: none"> <li>• Educate the community and promote awareness of our law enforcement and crime prevention programs using multiple platforms</li> </ul>
<p><b><u>Operational Service Delivery:</u></b> To enhance and modernize operations that ensure the safety and security of our community</p>	<ul style="list-style-type: none"> <li>• Provide leading edge law enforcement and prevention of crimes such as guns, drugs, cybercrime, organized crime, and local crime priorities</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve road safety through collaboration, education, awareness, and enforcement strategies</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver effective and cooperative response to emergency events and maintain public safety</li> </ul>
<p><b><u>Collaborative Partnerships:</u></b> To develop new and existing relationships with our partners to ensure programs and services meet the needs of our community</p>	<ul style="list-style-type: none"> <li>• Enhance crime prevention programs in partnership with our community</li> </ul>
	<ul style="list-style-type: none"> <li>• Collaborate and share information with new and existing community, business, and policing partners</li> </ul>
	<ul style="list-style-type: none"> <li>• Partner with our community to improve response to mental health needs</li> </ul>

<p><b><u>Equity &amp; Inclusion:</u></b> To strengthen positive practices that reduce barriers and foster belonging between police and community</p>	<ul style="list-style-type: none"> <li>• Increase awareness and understanding of our communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to deliver programs and services in a manner that is respectful and equitable</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote employment practices that are inclusive and reflective of the community we serve</li> </ul>

## Related Plans and Budget

### Budget and Financial Plan

The following three-year budget forecast provides the estimated operating and capital costs to implement our business planning initiatives and provide adequate and effective policing in York Region. Any additional costs of implementing this plan, above and beyond the estimated budget forecast, will be identified during the annual budget process.

Year	Capital Budget (in Millions)	Operating Budget (in Millions)	Total FTE	Cost per capita
2020	\$42.4	\$348.0	2354	312
2021	\$24.8	\$360.7	2388	289
2022	\$19.9	\$374.2	2422	296

The capital Budget, which is approved by the Police Services Board, includes the following plans:

### **20-Year Facility Strategy and Facilities Management Plan**

The 20 year Facility Strategy is a comprehensive facilities master location plan to the year 2036. It informs current and future planning for the optimal location of police facilities for the short and long term.

The Facilities Management Plan addresses the annual operational facility needs of the organization. Its purpose is to maintain safe and accessible facilities and address the operational requirements for the maintenance of systems. The plan also addresses construction, renovation or alterations work that add value and ensure compliance with the *Ontario Building Code*, including the *Accessibility for Ontarians with Disabilities Act*. Annual status reports of the facilities plans are submitted to the member of the Executive Command Team, and the costs associated are included in the 10-year Capital Plan, which is approved by the Police Service Board.

### **Information Technology Plan**

Information Technology aligns its three-year technology plan with the strategic business requirements identified in the 2020-2022 York Regional Police Business Plan. We continue to research and evolve to address the latest trends in the rapidly and constantly changing world of technology. By keeping our data and processes associated with the business functionality current, we ensure the security and integrity of the infrastructure and create meaningful data analytics and business intelligence.



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 26, 2020

---

**Proposal for Use of Public Relations Reserve Funds**

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**RECOMMENDATION**

1. That the Board approve a disbursement from the Public Relations Reserve Fund for Chief Eric Jolliffe's retirement celebration and consider being a presenting sponsor, with proceeds supporting wellness initiatives.

**SYNOPSIS**

This report requests the Board's approval for a proposed disbursement from the Public Relations Reserve fund to Chief Eric Jolliffe's retirement celebration. This initiative was selected based on a review of the criteria outlined in the Board's Governance Public Relations Reserve Fund Policy.

**FINANCIAL IMPLICATIONS**

The Public Relations Reserve funds balance as of December 31, 2019 was \$182,988.

**BACKGROUND**

To honour Chief Jolliffe upon his retirement, York Regional Police is holding a special retirement dinner on April 30, 2020. Chief Jolliffe has served as a police officer for 40 years, holding executive positions for 17 years, including Chief for the past ten years.

One of the causes most near and dear to his heart has been the health and wellness of members and their families, especially those experiencing mental health challenges. This auspicious event will be devoted to fundraising for a special legacy fund to support member wellness. The attached pamphlet provides additional information on the retirement dinner including the Chief's legacy to expand wellness programming available to our members, who keep York Region residents safe and secure each and every day.

The Board's Public Relations Reserve Fund Policy 08/08 outlines eligibility criteria for funding proposals including support for skills training and education for members of York Regional Police.

As this cause is in support of the wellness of the Board's employees, it is therefore recommended that the Board consider being a presenting sponsor and approve a disbursement from the Public Relations Reserve fund to the retirement celebration in accordance with the criteria outlined in the Board's Governance Public Relations Reserve Fund Policy.

Brian Bigras, MAL  
Deputy Chief of Police #799  
Investigations Branch

BB:jc  
Attachment

Accessible formats or communication supports are available upon request





# YOU ARE INVITED TO CELEBRATE THE RETIREMENT OF CHIEF ERIC JOLLIFFE



271



271

## DATE:

Thursday, April 30, 2020

## TIME:

5:30 p.m. reception

6:30 p.m. dinner

## LOCATION:

Sheraton Parkway Toronto North  
600 Highway 7 East  
Richmond Hill

# SPONSORSHIP OPPORTUNITIES

# A MESSAGE

## FROM THE DEPUTY CHIEFS OF POLICE



So often as first responders, our focus is on ensuring the safety and security of the communities we serve. But it's just as important to care for ourselves — physically, emotionally and mentally.

The whole concept of wellness, especially in terms of mental health, has come into much sharper focus in recent years across the policing profession. It is also a cause that Chief Eric Jolliffe has championed over the course of his 40-year career.

Under his leadership, York Regional Police (YRP) has established itself as a national leader in promoting the holistic well-being of its members. We have accomplished this through comprehensive services, training opportunities and community partnerships. But we know there is more work to be done.

That's why Chief Jolliffe has decided to use his retirement celebration as an opportunity to raise funds to support the wellness of YRP members and their families.

Together, we can honour Chief Jolliffe's legacy and continue to expand the programming available to our members, who keep York Region residents safe and secure each and every day.

Thank you in advance,

Yours truly,

Handwritten signature of Brian Bigras.

**Brian Bigras**  
Deputy Chief of  
Investigations

Handwritten signature of André Crawford.

**André Crawford**  
Deputy Chief of  
Operations

Handwritten signature of James MacSween.

**James MacSween**  
Deputy Chief of  
Support

Handwritten signature of Robertson Rouse.

**Robertson Rouse**  
Deputy Chief of  
Administration

# OUR PROGRAMS



**At York Regional Police, we take a holistic approach to the physical, emotional and mental wellness of our members and their families. Our current programs and services include:**

- Training on mindfulness, recognizing the warning signs of operational stress, responding to mental health concerns in the community and the workplace
- Deployment of Canada's first-ever emotional support dog for police members and their families
- A full-time staff psychologist
- A 50-member peer support team
- Mandatory psychological screening and annual wellness sessions for members whose duties put them at an increased risk for exposure to potentially traumatic stressors
- A support program for the family of members, called York Beyond The Blue

**Your donation will help us go above and beyond our existing offerings to support the members and their families through:**

- Priority admission to inpatient mental health treatment programs for members in need of urgent care
- Services and treatment programs for families to build resilience and holistic wellbeing
- Innovative pilot programs that build a culture of wellness within the organization

# SPONSORSHIP LEVELS



## PRESENTING SPONSOR

**\*ONLY TWO AVAILABLE**

# \$100,000

### INVESTMENT BENEFITS:

- Named as official presenter of Chief Jolliffe's Retirement Celebration
- Two tables with priority seating
- Opportunity for 20 guests to attend the exclusive VIP Reception prior to the evening's event
- Opportunity to address attendees through a video message
- Recognition by the Master of Ceremonies at the event
- Logo recognition on front cover of event program
- Full page in the event program for advertising or message
- Company advertisement featured in the evening's visual displays
- Prominent logo placement on table sponsor cards

# SPONSORSHIP LEVELS



## PLATINUM SPONSOR

**\$50,000**

### INVESTMENT BENEFITS:

- Opportunity to sponsor the VIP Reception
- One table with priority seating
- Opportunity for 10 guests to attend the exclusive VIP Reception prior to the evening's event
- Opportunity to address attendees through a video message
- Recognition by the Master of Ceremonies at the event
- Logo recognition on back cover of event program
- Full page in the event program for advertising or message
- Company advertisement featured in the evening's visual displays
- Prominent logo placement on table sponsor cards

# SPONSORSHIP LEVELS



## GOLD SPONSOR

**\$25,000**

- One table with priority seating
- Opportunity for two guests to attend the exclusive VIP Reception prior to the evening's event
- Half page in the event program for advertising or message
- Company advertisement featured in the evening's visual display
- Logo on table sponsor cards

## SILVER SPONSOR

**\$10,000**

- Six seats at a table
- Quarter page in the event program for advertising or message
- Company logo featured in the evening's visual displays
- Logo on table sponsor cards

# SPONSORSHIP LEVELS



## BRONZE SPONSOR

**\$7,500**

- Two seats at a table
- Logo inclusion in the event program
- Company logo featured in the evening's visual displays
- Logo on table sponsor cards

## SPONSOR A TABLE FOR FIRST RESPONDERS

**\$5,000**

- Donate a table to enable members of York Regional Police or a charitable/ community partner to attend the event
- Half page ad in the book
- Logo on table sponsor cards

### TICKETS:

Individual tickets: \$175

Table of 10: \$1,650

# HOW TO GET INVOLVED



If you are unable to attend but want to donate to this worthy cause, please visit [yrp.ca/FarewellChief](http://yrp.ca/FarewellChief).

Official donation receipts will be issued for the proceeds from all gift amounts. Dinner costs will be deducted from ticket costs for tax receipt purposes.

To confirm your sponsorship or purchase a table, please visit [yrp.ca/FarewellChief](http://yrp.ca/FarewellChief).

For more information, please contact Special Events Supervisor, Karen Richards at [5475@yrp.ca](mailto:5475@yrp.ca)





THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 26, 2020

---

**Purchasing Bylaw Quarterly Report**

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**RECOMMENDATION**

1. That the Board receive this report pursuant to the Purchasing Bylaw 10-17 quarterly reporting requirements.

**SYNOPSIS**

In accordance with the Police Services Board's Purchasing Bylaw 10-17, this report contains a summary of purchasing matters that were executed in the fourth quarter of 2019.

**FINANCIAL IMPLICATIONS**

The funds necessary to satisfy the terms of each contract identified in this report were included in the 2019 Operating or Capital Budgets.

**BACKGROUND**

In accordance with the Purchasing Bylaw 10-17, a quarterly report is required to advise the Board of the following matters:

- i The award of any contract as a result of a request for tenders and awarded by the Deputy Chief or Chief of Police; and

- ii The award of any contract as a result of a request for proposal and awarded by the Deputy Chief or Chief of Police; and
- iii Any expenditures made as a change in scope/additional deliverables and authorized by the Chair and Chief of Police.
- iv Any deliverables issued as an emergency purchase without a call for bids and awarded by the Deputy Chief or Chief of Police.

The agreements and undertakings in accordance with the Purchasing Bylaw 10-17 are identified in Appendix I. All amounts listed exclude taxes. It is therefore recommended that the purchasing fourth quarter report be received.

Brian Bigras, MAL  
Deputy Chief of Police #799  
Investigations Branch

BB:jf

Accessible formats or communication supports are available upon request

In accordance with the Purchasing Bylaw 10-17, the agreements and other undertakings that have been executed within the fourth quarter of 2019 are outlined below in Appendix 1.

**Appendix 1 - Tender Approvals, Request for Proposals and Scope/Additional Deliverables**

<b>Description</b>	<b>No. of Bids</b>	<b>Award Date</b>	<b>Value</b>
<b>Request for Tender Award (T-19-09):</b> Building Automation System (BAS) Upgrade at #5 District, Markham, Ontario <b>Vendor:</b> Automated Controls and Energy Solutions Group Inc. <b>Term of Contract:</b> One time purchase	3	October 2, 2019	\$336,535 (excluding HST) all terms
<b>Request for Tender Award (T-19-10):</b> Roof Replacement at #5 District, Markham, Ontario <b>Vendor:</b> Top-Line Roofing and Sheet Metal Inc. <b>Term of Contract:</b> One time purchase	10	October 1, 2019	\$191,500 (excluding HST) all terms
<b>Request for Tender Award (T-19-12):</b> Life Safety Systems/Equipment Preventative Maintenance and Repair Service <b>Vendor:</b> M-L Fire & Burglary Alarms Ltd. <b>Term of Contract:</b> Two years plus three optional one year terms	4	October 9, 2019	\$145,880 (excluding HST) all terms
<b>Request for Tender Award (T-19-13):</b> Supply and Installation of 'As Required' Locksmithing Services. <b>Vendor:</b> Royal Security Solutions Inc. <b>Term of Contract:</b> Two years plus three optional one year terms	1	October 15, 2019	\$71,813 (excluding HST) all terms
<b>Request for Tender Award (T-19-14):</b> Microsoft Enterprise Agreement <b>Vendor:</b> CDW Canada Corp. <b>Term of Contract:</b> Three years	5	October 24, 2019	\$2,407,154 (excluding HST) all terms
<b>Request for Tender Award (T-19-15):</b> Supply and Delivery of Security and Audit Software <b>Vendor:</b> Ekran Systems, Inc. <b>Term of Contract:</b> One year plus four optional one year terms	3	November 26, 2019	\$180,000 (excluding HST) all terms
<b>Request for Tender Award (T-19-16):</b> Renewal of Cisco Subscription, Maintenance and Support for Various Security Related Appliances <b>Vendor:</b> Softchoice Canada <b>Term of Contract:</b> One time purchase	7	November 1, 2019	\$87,956 (excluding HST) all terms

Description	No. of Bids	Award Date	Value
<b>Request for Tender Award (T-19-18):</b> Supply and Delivery of Eight (8) 2020 Ford F150 Police Responder Pickup Trucks <b>Vendor:</b> Yonge Steeles Ford Lincoln Sales Ltd. <b>Term of Contract:</b> One time purchase	3	December 4, 2019	\$310,280 (excluding HST) all terms
<b>Request for Tender Award (T-19-19):</b> Supply and Delivery of Cisco Network Switches <b>Vendor:</b> Bell Canada <b>Term of Contract:</b> One time purchase	7	December 2, 2019	\$54,554 (excluding HST) all terms
<b>Request for Tender Award (T-19-20):</b> Supply and Delivery of Six (6) 2020 Ford Police Responder Hybrid Sedans <b>Vendor:</b> Trillium Ford Lincoln Ltd. <b>Term of Contract:</b> One time purchase	2	December 16, 2019	\$179,154 (excluding HST) all terms
<b>Request for Tender Award (T-19-21):</b> Supply and Delivery of Forty (40) 2020 Ford Police Interceptor Utility Hybrids <b>Vendor:</b> Trillium Ford Lincoln Ltd. <b>Term of Contract:</b> One time purchase	4	December 16, 2019	\$1,882,720 (excluding HST) all terms
Total Expenditures			<b>\$5,847,546</b>

For comparison purposes, the delegation of authority for Purchasing Bylaw 10-17 items in the fourth quarter 2018 were \$9,144,706, excluding HST.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 26, 2020

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**Annual Report on the Disposal of Assets - 2019**

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**RECOMMENDATION**

1. That the Board receive this report for information.

**SYNOPSIS**

This report is to advise the Board of the disposal of surplus vehicles, parts, computers, and scrap metal in 2019 totalling \$664,953 in accordance with the annual reporting requirement of Purchasing Bylaw 10-17, Section 19.4.

**FINANCIAL IMPLICATIONS**

Funds totalling \$374,100 were included in the 2019 Fleet Operating budget for auction proceed revenues from the sale of vehicles and parts. The disposals in 2019 included 104 vehicles and totalled \$664,953 which is an approximate three percent increase over 2018. The residual surplus of \$290,853 contributed to an overall year-end surplus that will be utilized in accordance with a surplus management process outlined in the Regional Fiscal Strategy.

**BACKGROUND**

Purchasing Bylaw 10-17, Section 19 provides a process for the transfer, sale, disposal or donation of surplus assets. The 2019 dispositions met all of the criteria within Section 19.

In 2019, York Regional Police received \$664,953 for the sale of assets, comprised of auction proceeds from vehicles, parts, computers, and scrap metal as follows:

**Vehicle and Parts, Computers, Furniture, Disposal Summary**

<b>Description</b>	<b>Number of Disposals</b>	<b>Amount</b>
Utilities (Frontline SUV's)	56	\$364,874
Sedans	33	\$132,864
Vans	5	\$ 38,112
Trucks	10	\$112,841
Other	6	\$ 11,277
Parts	4	\$ 4,080
Scrap Metal		\$ 905
<b>Total</b>		<b>\$664,953</b>

In 2019, York Regional Police donated cameras and computers of nominal value, as follows:

**Donated Equipment Summary**

<b>Description</b>	<b>Quantity</b>	<b>Organization</b>
Cameras	32	Royal Canadian Army Cadet Program
Laptops	10	Royal Saint Vincent and the Grenadines Police Force
Laptops	2	Seventh Day Adventist Church – Community Food Bank

Brian Bigras, MAL  
Deputy Chief of Police #799  
Investigations Branch

BB:jf

Accessible formats or communication supports are available upon request

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 26, 2020

---

**Annual Report on Public Complaints**

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**RECOMMENDATION**

1. That the Board receive this report pursuant to Section 31(1)(j) of the *Police Services Act*, Board By-Law No. 01-11 respecting the Administration of the Complaints System under Part V of the *Police Services Act*.

**SYNOPSIS**

This report provides cumulative and detailed information concerning public complaints made under Part V of the *Police Services Act* in 2019. York Regional Police received three service complaints and 159 conduct complaints in 2019 compared to four service complaints and 171 conduct complaints in 2018.

**FINANCIAL IMPLICATIONS**

Not applicable.

**BACKGROUND**

Section 31(1)(j) of the *Police Services Act (PSA)* requires the Board to review the administration of the public complaints system under Part V of the *PSA* and receive regular reports on the administration of the complaints system.

In accordance with Board By-Law No. 01-11, the Chief of Police is required to provide semi-annual reports to the Board that include cumulative and detailed information and comparative data from the preceding calendar year. The first report each year summarizes the yearly complaints, including an analysis of frequency, nature and substance of policy and conduct complaints and whether the analysis indicates the need for training or additional resources. In accordance with Section 31(b) of the Adequacy and Effectiveness of Police Services Regulation, the information contained in this report will be included in the 2019 Annual Report.

### **Policy and Service Complaints**

In accordance with section 61(2) of the *PSA*, complaints about the policies of or services provided by York Regional Police are referred by the Office of the Independent Police Review Director (OIPRD) to the Chief to be dealt with. Under section 63 of the *PSA*, the Chief is required to take any action, or no action, in response to the complaints as he considers appropriate. The three service complaints referred to the Chief by the OIPRD in 2019 were subsequently withdrawn by the complainant.

### **Conduct Complaints**

Pursuant to section 61(5) of the *PSA*, the OIPRD may refer a complaint about the conduct of a York Regional Police officer to the Chief or to the chief of police of another police service to be investigated or the OIPRD may retain the complaint for investigation. If, at the conclusion of the investigation and on review of the written report, the Chief is of the opinion that there was misconduct or unsatisfactory work performance that was not of a serious nature, he may resolve the matter informally with the consent of the officer and the complainant. The Chief is required to hold a hearing into the matter if the alleged misconduct is serious. The Independent Police Review Director may also direct the holding of a hearing if he is of the opinion that the alleged misconduct is serious.

The OIPRD retained one complaint for investigation in 2019. Two requests were made by complainants to the OIPRD to review the Chief's decisions regarding their complaints. The OIPRD confirmed one of the decisions that the complaint was unsubstantiated. We are awaiting the result of the other request to the OIPRD for review.

The failure to follow police procedures was the most common category of public complaints received in 2019. Other common complaints included allegations of misuse of authority, verbal incivility and physical assault.

In 2019, York Regional Police received 162 public complaints compared to 171 in 2018 and 126 in 2017. This represents a nine percent decrease in public complaints from 2018. The percentage of complaints being screened in by the OIPRD represents an eight percent decrease from the previous year. In 2018, 49 percent of complaints were screened in while, in 2017, 51 percent were accepted. Screened in complaints have ranged between 44 - 52 percent in the last five years.

As the attached chart indicates, 66 public complaints were investigated with one resulting in disciplinary action against the officer. Ten complaints were informally resolved, 24 were



withdrawn and 11 were determined to be unsubstantiated. Twenty complaints were still under investigation as of December 31, 2019. Ninety-six complaints were not accepted by the OIPRD because, in accordance with section 60 of the *PSA*, they were determined to be either frivolous, vexatious or made in bad faith; could be more appropriately dealt with under another Act or law; were not in the public interest; or were over six months old.

The actual strength of the service at the end of 2019 was 1668 sworn officers. The ratio of conduct complaints per officer for the year is 0.10 and this remains one of the lowest ratios in comparison to other large police services in Ontario. The low complaints per officer ratio and the low number of substantiated complaints can be attributed, in part, to our members consistently upholding the Values and Code of Ethics of York Regional Police. Our analysis of the nature and substance of policy and conduct complaints filed in 2019 does not indicate the need for any additional training or additional resources.

The Professional Standards Bureau has maintained an excellent working relationship with the OIPRD in 2019. They continue to participate in ongoing programs with the OIPRD for the Customer Service Resolutions (CSR). This program assists in the collaborative resolution of complaints at an early stage to promote understanding between the complainants and police officers as opposed to a more formal investigation and adversarial process for minor complaint issues.

Our Professional Standards Bureau members continued to deliver presentations to recruit classes and supervisor courses in 2019. This allows York Regional Police to familiarize its new members and re-familiarize its new supervisors with the public complaints process, as well as to discuss the common themes of complaints in an effort to reduce or eliminate public complaints.

Brian Bigras, MAL  
Deputy Chief of Police #799  
Investigations Branch

BB:km  
Attachment

Accessible formats or communication supports are available upon request





# **PROFESSIONAL STANDARDS BUREAU**

**2019**

**ANNUAL SUMMARY**

## PUBLIC COMPLAINT INVESTIGATIONS NATURE OF COMPLAINTS

Year	Police Procedure	Physical Assault	Verbal Abuse	Misuse of Authority	Policy Service	Totals	Staffing
2014	51	11	30	18	5	115	1529
2015	66	16	34	17	17	150	1562
2016	85	8	31	5	8	137	1579
2017	71	7	27	12	9	126	1637
2018	89	15	26	28	13	171	1624
2019	76	14	24	45	3	162	1668

## NATURE OF COMPLAINTS

Year	Police Procedure	Physical Assault	Verbal Abuse	Misuse of Authority	Policy Service	Totals
2019	76	14	24	45	3	162
2018	89	15	26	28	13	171
% CHANGE 2018-2019	-8%	-9%	-9%	+16%	-23%	-10%

## ANNUAL PERCENTAGE COMPARISON

Year	Police Procedure	Physical Assault	Verbal Abuse	Misuse of Authority	Policy Service
2014	44%	10%	26%	16%	4%
2015	44%	11%	23%	11%	11%
2016	62%	6%	22%	4%	6%
2017	56%	6%	21%	10%	7%
2018	52%	9%	15%	16%	8%
2019	47%	9%	15%	27%	2%

## POLICE SERVICES COMPARISON

Police Service	Durham	Halton	Hamilton	Niagara	Ottawa	Peel	Waterloo	York
2019 Uniform Officers	917	752	857	736	1458	2128	778	1668
2019 Public Complaints	119	75	112	104	230	76	50	162
Complaints per officer	0.13	0.10	0.13	0.14	0.15	0.04	0.06	0.10

# NATURE OF COMPLAINTS DETAILED

## POLICE PROCEDURE

Fail to Identify	0
Neglect of Duty	36
Improper Detention (includes stopping car)	3
Improper Search – person	2
Improper Arrest	11
Improper Charge	12
Improper Entry	1
Improper Use of Discretion	8
Other (parking, provincial offence, keep the peace)	3
<b>Service &amp; Policy</b>	<b>3</b>
<b>TOTAL</b>	<b>79</b>

## PHYSICAL ASSAULT

Assault	0
Assault with Injury	0
Sexual Assault	1
Assault while restrained	0
Other Assault	0
Excessive Force	5
Excessive Force with Injury	8
<b>TOTAL</b>	<b>14</b>

## VERBAL ABUSE

Verbal Abuse / Incivility	21
Harassment / Threat	0
Implied Harassment /Threat	3
Sexual Harassment	0
Other	0
<b>TOTAL</b>	<b>24</b>

## MISUSE OF AUTHORITY

Corruption	1
Theft	0
Frauds	0
Lying Under Oath	0
Deceit	1
Disclose Confidential Information	8
Intoxication	0
Improper Driving	3
Improper Use of Position	30
Misuse of Authority Other –	2
<b>TOTAL</b>	<b>45</b>

**TOTAL NUMBER OF COMPLAINTS 2019**

**162**



## PUBLIC COMPLAINT DISPOSITIONS

Complaints Investigated by York Regional Police				
	2016	2017	2018	2019
<b>Section 64(7) Formal Discipline</b>	0 (1 from 2013) (1 from 2015)	0	0	0
<b>Section 66(4) Informal Discipline</b>	0 (2 from 2015)	0	1	1
<b>Section 93(1) Informal Resolution</b>	11	17	11	10
<b>Section 66(2) Unsubstantiated</b>	3	11	26	11
<b>Section 74(1) Withdrawn</b>	27	19	25	24
<b>Section 61(2) / Policy / Service</b>	1	5	4	0
<b>Section 59(1) OIPRD cannot Proceed</b>	1	1	0	0
<b>Outstanding Files at Year End</b>	18	11	17	20
<b>TOTAL COMPLAINTS INVESTIGATED BY YORK REGIONAL POLICE</b>	61	64	84	66
Complaints Dealt with by OIPRD (screened out and retained)				
	2016	2017	2018	2019
<b>Section 60(2) Over 6 Months</b>	1	0	2	4
<b>Section 60(4) Not in public interest, other law etc.</b>	72	57	73	89
<b>Section 60(6) Not Directly Affected</b>	3	4	7	2
<b>Section 72(1) Retained by OIPRD</b>	0	1	5	1
<b>TOTAL COMPLAINTS DEALT WITH BY OIPRD</b>	76	62	87	96
	<b>Total</b>			<b>162</b>

## Classification of Complaints

	2016	2017	2018	2019
Conduct Complaints	129	121	167	159
Policy/Service Complaints	8	5	4	3
<b>Total Number of Complaints</b>	<b>137</b>	<b>126</b>	<b>171</b>	<b>162</b>

Number of Involved Officers	149	152	231	248
Officers Disciplined	0	0	2	1
Number of Civilians Involved	4	2	3	9
Reviews Requested	1	3	4	2
Directed Hearings Ordered by OIPRD	1	1	0	0





THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

FEBRUARY 26, 2020

---

**Installations on Radio Communication Towers**

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**RECOMMENDATION**

1. That the Board receive this report in accordance with the Board's Installations on Radio Communication Towers Policy No. 02/09.

**SYNOPSIS**

In 2019, the Board had seven communication tower agreements with six licensee firms, namely Bell Mobility; Alectra; The Royal Canadian Mounted Police (RCMP); Rogers Wireless; Sitecom Services; and Vianet (Canadian Wireless).\*

All agreements auto renew, however all agreements are subject to the terms, conditions and fees of the Radio Communication Towers Policy No. 02/09 (last Amended: March 27, 2019). In accordance with Board policy, the status of the 2019 Communication Tower Agreements will be provided to the Board within the first quarter of 2020.

*\* Bell Mobility did not renew their agreement at the Hope Tower effective July 31, 2019, leaving six tower agreements.*

**FINANCIAL IMPLICATIONS**

In 2019, the Board realized revenue of \$181,996 by granting telecommunication companies and other telecom users licenses to install telecommunications equipment (primarily antennae and related equipment) at owned tower sites.

## BACKGROUND

The Board realizes revenue by granting telecommunications companies and their telecom users, licenses to install telecommunications equipment at the tower sites owned by the Board. Each telecommunications license is granted subject to the terms and conditions set out in the Regional Municipality of York Police Services Board policy, titled, "Installations on Radio Communication Towers" (Policy No. 02/09). The Board owns four tower sites, located in the Township of King, Georgina, City of Vaughan and Whitchurch Stouffville. Two of the sites currently accommodate third party tenants.

The following chart provides the relevant details associated to the various contracts.

**Communication Tower Contract Status and Revenue by Location**

<b>Tenant</b>	<b>Contract End Date</b>	<b>Tower</b>	<b>2019 Revenue</b>
Alectra	December 31, 2022	Hope	\$26,930
Bell Mobility	Terminated July 31, 2019	Hope	\$15,869
Bell Mobility	April 30, 2024	King	\$34,416
RCMP	December 15, 2020	King	\$29,255
Rogers	April 30, 2024	King	\$21,472
Sitecom	April 30, 2024	King	\$18,375
Vianet	December 31, 2024	King	\$35,679
<b>Total Revenue</b>			<b>\$181,996</b>

It is therefore recommended that this report outlining revenue totalling \$181,996 in 2019 be received in accordance with the Regional Municipality of York Police Services Board Policy "Installations on Radio Communication Towers" (Policy No. 02/09).

Brian Bigras, MAL  
Deputy Chief of Police #799  
Operations Branch

EJ:mm

Accessible formats or communication supports are available upon request

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE EXECUTIVE DIRECTOR

February 26, 2020

**Public Relations Reserve Fund  
Requests for Funding**

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**RECOMMENDATIONS**

1. That the Board approve an expenditure in the amount of \$5,000 from the Board's Public Relations Fund to support the request from Character Community of York Region.
2. That the Board approve an expenditure in the amount of \$5,000 from the Board's Public Relations Fund to support the request from Yellow Brick House.
3. That the Board approve an expenditure in the amount of \$3,000 from the Board's Public Relations Fund to support the request from the Ontario Association of Police Services Boards (OAPSB).

**BACKGROUND**

The Public Relations Reserve Fund Policy No. 08/08 outlines the use of unused monies in the Public Relations Reserve Fund. The monies from this fund are from proceeds from the sale of unclaimed personal property and money found and seized by the police service and can be used for any purpose that the Board considers in the public interest in accordance with Sections 132 (2) and 133 (3) of the *Police Services Act*.

The Executive Director monitors expenditures and reports to the Board semi-annually on the Public Relations Reserve Fund.

**FINANCIAL IMPLICATIONS**

The closing balance of the reserve fund on December 31, 2019 was \$182,988.

**REQUESTS FOR SPONSORSHIP**

Character Community

Character Community of York Region provides children, youth and adult character development programs and initiatives that focus on positive character attributes and behaviours that lead to person achievement and success and build caring and inclusive communities.

The 2020 Character Community Awards will be held on April 22, 2020 in Richmond Hill. The Character Community Awards recognize individuals, schools, groups and businesses across York Region for demonstrating exemplary character attributes. In 2019, the Board provided sponsorship in the amount of \$5,000. The same sponsorship in the amount of \$5,000 as a Gold sponsor is recommended for 2020 Awards.

## Yellow Brick House

The Yellow Brick House will be holding its annual Gala on March 6, 2020 at Le Parc Banquet Hall in Markham. The Yellow Brick house is a non-profit charitable organization that provides emergency shelter, counselling and supportive services to over 5,500 women and children escaping abuse and violence each year in York Region.

In 2019, the Board approved the purchase of one table of 8 as an “Ambassador” sponsor in the amount of \$5,000. The same sponsorship is recommended for the 2020 Gala.

## Ontario Association of Police Services Board (OAPSB) Spring Conference and AGM

The 2020 OAPSB Annual Spring Conference and Annual General Meeting is taking place from May 27 to 30, 2020 in Toronto. The OAPSB member sponsorship assists with conference activities.

The Board provided sponsorship in the amount of \$3,000 for the Spring Conference in 2019, and a \$3,000 sponsorship is recommended for the 2020 Spring Conference and AGM.

## **CONCLUSION**

The Board has made significant investments from its Public Relations Fund in recent years in accordance with its Public Relations Reserve Fund policy. The funds help support community safety initiatives and help build partnerships with policing and community stakeholders.

Mafalda Avellino  
Executive Director

/jk

Attach: Character Community Sponsorship Request  
Yellow Brick House Sponsorship Request  
OAPSB Sponsorship Request

## 2020 CHARACTER COMMUNITY AWARDS

### A MUSIC ALIVE Celebration of Character in York Region!

January 21, 2020

Attention: Jaclyn Kogan  
York Region Police Services Board

Dear Jaclyn,

The **2020 Character Community Awards** will be held on **Wednesday, April 22<sup>nd</sup>, 2020** at the Richmond Hill Centre for the Performing Arts.

This event is an entertaining and inspiring evening, honouring our community members who have demonstrated living with good character. We have once again partnered with our Music Alive Program, to showcase musical performances by children, youth bands and choirs from schools across York Region.

**Last year you generously sponsored an award at the Gold Sponsor Level (\$5,000.00) and we are seeking your support again this year.**

Your Award/Musical Performance Sponsorship includes:

- Complimentary tickets to the Awards event
- Opportunity to present the award to the winner in a particular category or a musical performance
- Corporate name included on our Sponsor Board
- Recognition in 2020 Character Awards program with a business card size colour ad, listing on the *Thank You* page and within all social media promotion

To renew your Award sponsorship, please complete, scan and email the attached form by **Friday, March 6, 2020** to: [susanne@charactercommunity.com](mailto:susanne@charactercommunity.com)

If you have any questions or wish to discuss our sponsorship opportunities, please contact me.

Thank you for your continued support of Character Community York Region! Our programs and initiatives build character in our children, our youth and ourselves. Developing good character helps to build a strong and engaged community.

Yours truly,



Susanne Cappuccitti, Executive Director  
Character Community York Region  
Cell: 905-715-0276  
[susanne@charactercommunity.com](mailto:susanne@charactercommunity.com)

Registered charity #88722 1406 RR0001





**14<sup>th</sup> Annual York Region Character Community Awards**  
**A Music Alive Celebration of Character!**

**Wednesday, April 22, 2020**

<b>● BENEFITS</b>	<b>GOLD SPONSOR \$5,000.00</b>	<b>SILVER SPONSOR \$3,500.00</b>	<b>BRONZE SPONSOR \$2,500.00</b>	<b>AWARD/PERFORMANCE SPONSOR \$1,000.00</b>	<b>COMMUNITY SPONSOR \$500.00</b>
Complimentary Tickets to Event	5	4	3	2	1
Color Ad in Event Program	1/2 Page	1/3 Page	1/4 Page	Logo on Category page	Listing
Recognition on Event signage and social media	✓	✓	✓	✓	✓
Opportunity for Award or Musical Performance Presentation	✓	✓	✓	✓	
On-Screen recognition at Event	✓	✓	✓	✓	✓
Commemorative Certificate	✓	✓	✓	✓	✓

<b><u>Additional Advertisement in Program Book:</u></b> (specs provided upon commitment)		
<b>Full-page Color Ad - \$600.00</b>	<b>1/2-Page Color Ad - \$300.00</b>	<b>1/4- Page Color Ad - \$150.00</b>

[charactercommunity.com](http://charactercommunity.com)





**Sent:** Thursday, January 30, 2020 1:01 PM

**Subject:** Yellow Brick House Gala 2020 is approaching quickly ...

Good Afternoon Jaclyn,

We at Yellow Brick House appreciate the continued support from the Regional Municipality of York Police Services Board. This year our Gala is on Friday March 6<sup>th</sup> at Le Parc Banquet Hall.

We did not wish to bother your organization but upon detailed research it came to my attention that a note had not been sent in November as was thought.

Please see attached our latest Gratitude Report, Gala Sponsorship Package and Community Impact Postcard.

We do hope that you will still be able to consider supporting Yellow Brick House's 2020 Gala this year.

Thanks for your consideration and understanding. Please call me directly on my mobile or in the office, we could really use your help,  
Scott

**Scott McMaster**  
**Manager Fund Development**

**Join the Movement! Break The Silence!** ↩



The banner features a yellow and purple color scheme. On the left, a yellow box contains the text 'SAVE THE DATE'. In the center, the 'yellowbrickhouse' logo is positioned above the word 'Gala' in a large, elegant purple script font, with '2020' in a smaller purple font to its right. On the right side, the event details are listed: 'Friday, March 6, 2020', '- LE PARC BANQUET HALL - MARKHAM', and a yellow button with the text 'TICKETS - SPONSORSHIP LIVE AUCTION - ACT NOW!'. At the bottom right, the website 'WWW.YELLOWBRICKHOUSE.ORG' is displayed.

52 West Beaver Creek Rd., Unit 4  
Richmond Hill, ON L4B 1L9  
M: 647-296-5500  
T: 905.709.0900 Ext. 2233  
Toll Free: 1.800.263.2231  
F: 905.709.1308

Crisis Line:1.800.263.3247

[scottm@yellowbrickhouse.org](mailto:scottm@yellowbrickhouse.org)  
[www.yellowbrickhouse.org](http://www.yellowbrickhouse.org)





# Gala

2020

Friday, March 6, 2020

- LE PARC BANQUET HALL -

MARKHAM



TITLE SPONSOR

Corporate  
Sponsorship

# Become a Sponsor

The 15th annual Yellow Brick House Gala offers customized sponsorship opportunities.

- Partnering with an established and respected charity
- Advertising and delivering branded material directly to key decision makers and business owners
- Business exposure within York Region and GTA
- Networking opportunities with prominent and influential community members
- Powerful and inspiring teambuilding experience

## About Yellow Brick House

Founded in 1978, Yellow Brick House provides life-saving support services and prevention programs to meet the diverse needs of individuals, families, and communities impacted by violence.

Here in our community, one in four women and their children live in an abusive home. Last year, at a critical time when support and safety were needed the most, Yellow Brick House helped over 5,300 women and children escaping violence.

Your support is critical to ensuring individuals, families, and communities obtain freedom from violence through our four core services: two emergency shelters, a 24 hour crisis and support line, public education, and community counselling and support services for both women and children.

# BREAK THE SILENCE

Take action by sponsoring the **2020 Yellow Brick House Gala.**

Make an impact in your community by saving lives now.



Sponsorship Opportunities	Title Sponsor	Community Champion	Ambassador
<b>Investment</b>	<b>\$15,000</b>	<b>\$10,000</b>	<b>\$5,000</b>
Company logo in print ads	■	■	■
Promotion on social media	■	■	■
Company banner displayed	■	■	■
Company logo on event website	■	■	■
Company logo on video screens at event	■	■	■
Verbal recognition at event	■	■	■
Recognition in pre-event promotional video	Opportunity for company representative to speak	Logo included	Logo included
Ad in gala program	Double page, centerfold	Full page	Quarter page
Tickets	VIP Table of 8 with dedicated butler service by a Yellow Brick House team member	VIP Table of 8 with dedicated butler service by a Yellow Brick House team member	Table of 8
Company logo included in all event e-communication	■	■	
Company name included in media releases	■	■	
Opportunity to provide door prize	■	■	
Company representative to speak from podium	2 minute speech	Introducing a gala component	
Naming opportunity – Event renamed to include company name	■		
Company logo incorporated into event logo	■		
Opportunity to provide promotional gift to guests	■		
Company logo on gift bags	■		
One page welcome message from CEO in gala program	■		
Company marketing material included with thank you letters	■		
Company profiled on event website and in e-newsletters	■		

# Your Impact

## (2018-2019)

Since 1978, Yellow Brick House has been at the centre of addressing the issue of violence against women and children in York Region by providing safety and support through our 4 core programs:



**2 emergency shelters;**  
with 51 beds  
and cribs



**Public Education**



**Community counselling and support services**



**24 hour crisis and support line**

**Domestic violence represents 25% of all violent crimes in Canada.**

**401**

women and children stayed at our emergency shelters

**3,356**

calls to our 24 hour crisis and support line

**4,678**

students in York Region were reached through our public education programs

**1,476**

women received individual counselling and court support

**For more information please contact**

**Scott McMaster**

Manager, Fund Development  
905.709.0900 ext. 2233  
scottm@yellowbrickhouse.org

**Prabha Tanna**

Gala Lead  
905.709.0900 ext. 2255  
prabhat@yellowbrickhouse.org

[www.yellowbrickhouse.org](http://www.yellowbrickhouse.org)







ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS

180 Simcoe Street, London Ontario, N6G 1H9

TEL. 1-519-659-0434

## Seeking Your Support! – PSB Members

The Ontario Association of Police Service Boards' 2020 Spring Conference and AGM is being held from May 27- 30, 2020 at Marriott Downtown Eaton's Centre in Toronto Ontario. This year's event will focus on the emerging Regulations made under the new *Community Safety & Policing Act*.

Each year our conference features engaging speakers addressing topical subjects. This year we've added a few more 'fun' activities, to help create a more enjoyable and memorable experience.

The program is shaping up to be really, really good this year – but we need your support!

Each year we rely on participation and sponsorship to help make the conference successful. We ask that your board (and zone) consider sponsoring the conference.

Please contact us at [oapsb@oapsb.ca](mailto:oapsb@oapsb.ca) or 1-800-831-7727 to take advantage of one or more of these unique sponsorship opportunities listed below.

Respectfully,

A handwritten signature in black ink, appearing to read 'Phil Huck', on a light-colored background.

Phil Huck,  
OAPSB Chair

A handwritten signature in black ink, appearing to read 'Fred Kaustinen', on a light-colored background.

Fred Kaustinen  
OAPSB Executive Director



## **2020 Spring Conference & Annual General Meeting**

### **Member Sponsorship Opportunities**

#### **Diamond - \$7,500+**

- Keynote Speaker Sponsor & Introducer
- Recognition in the conference program
- Recognition OAPSB website
- Logo recognition on digital presentations at conference

#### **Platinum - \$5,000 to \$7,499**

- Keynote speaker sponsor or Dinner Sponsor
- Recognition in the conference program
- Recognition on the OAPSB website
- Logo recognition on digital presentations at conference

#### **Gold - \$3,000 to \$4,999**

- Breakfast/Lunch Sponsor
- Recognition in the conference program
- Recognition on the OAPSB website
- Logo recognition on digital presentations at conference

#### **Silver - \$1,000 to \$2,999**

- Coffee break sponsor
- Recognition in the conference program
- Recognition on the OAPSB website
- Logo recognition on digital presentations at conference

#### **Bronze – Up to \$999**

- Recognition in the conference program
- Recognition on the OAPSB website
- Logo recognition on digital presentations at conference



**THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD**

**BY LAW NO. 03-20**

**A By Law to Confirm  
the Proceedings of the Board at its Meeting  
held on February 26, 2020**

The Regional Municipality of York Police Services Board HEREBY ENACTS as follows:

1. The action of the Board in respect of each motion, resolution and other action passed and taken by the Board at its meeting is hereby adopted, ratified and confirmed.
2. The Chair of the Board, the Chief of Police and Deputy Chiefs of Police are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and, except where otherwise provided, the Chair and Executive Director are hereby directed to execute all documents necessary in that behalf.

**ENACTED AND PASSED this 26th day of February, 2020**

\_\_\_\_\_  
**Mafalda Avellino, Executive Director**

\_\_\_\_\_  
**Mayor Virginia Hackson, Chair**