

General Letter

York Region

Regional Clerk's Office
Corporate Services Department

December 18, 2007

Ms. Sheila Birrell
Town Clerk
Town of Markham
101 Town Centre Boulevard
Markham, Ontario L3R 9W3

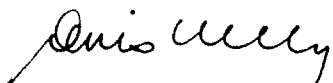
Dear Ms. Birrell:

Re: Regional Municipality of York Police Services Board - 2008-2010 Draft Business Plan

Regional Council, at its meeting held on December 13, 2007, adopted the recommendations of the Finance and Administration Committee recommending that the Regional Clerk forward a copy of the Regional Municipality of York Police Services Board 2008-2010 Draft Business Plan to the local municipalities.

A copy of Clause No. 16, Item 1 of Report No. 10 of the Finance and Administration Committee is enclosed for your information together with the Regional Municipality of York Police Services Board 2008-2010 Draft Business Plan.

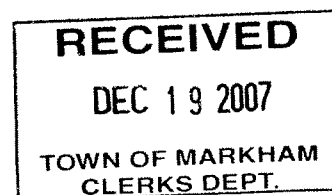
Sincerely,



Denis Kelly
Regional Clerk

DK/JAA/lmb
Attachment

C. Connie Mahaffey, Executive Director, Regional Municipality of York Police Services Board





Clause No. 16, Item No. 1 in Report No. 10 of the Finance and Administration Committee was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting on December 13, 2007.

1. Connie Phillipson, Executive Director, Regional Municipality of York Police Services Board, November 22, 2007, regarding the 2008-2010 Draft Business Plan. **Received and the Regional Clerk to forward a copy of the 2008-2010 Draft Business Plan to the local municipalities.**



2008-2010 BUSINESS PLAN

YORK REGIONAL POLICE

WWW.YRP.CA

November 21 2007

DRAFT

Prepared by the Planning & Research Bureau

MISSION STATEMENT

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

OUR VISION

"Making a Difference in our Community"

OUR VALUES

Integrity

"We are honest in all we say and do"

Community

"We and the community are one"

Respect

"We respect our citizens, our employees and each other"

Accountability

"We accept responsibility for our actions"

Competence

"We foster a learning environment"

Leadership

"We all take the initiative to lead"

Teamwork

"We achieve better results when we work together"

MOTTO

"Deeds Speak"

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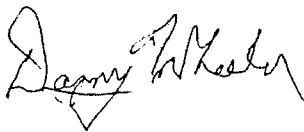
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Making a Difference in our Communities

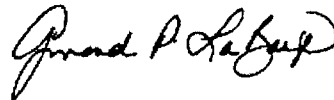
We are very pleased to present the Police Services Board's *2008-2010 Business Plan* for York Regional Police. This is our fourth Business Plan since adopting our long-term Strategic Plan in 1998. Our new *2008-2010 Business Plan* highlights our accomplishments and ensures that we serve our communities in the most efficient and effective manner.

We developed our 2008-2010 Business Plan through extensive consultation with you, the residents of York Region, our community partners and members of York Regional Police. Its goals and strategies are based on all the ideas and feedback that we received. First and foremost, our plan considers the needs of the citizens of York Region by ensuring that our neighbourhoods, our roads and our schools remain safe for everyone in the years to come. We also consider the needs of our members in the 2008-2010 Plan so that our members are able to perform at their highest level.

We look forward to fulfilling the commitments of our new Business Plan and are confident that we can build on the successes of our existing partnerships to continue to make a positive difference in our communities. Thank you for your ongoing support of our policing efforts to keep York Region safe and secure.



Regional Councillor Danny Wheeler
Chairman, Police Services Board



Armand P. La Barge, O.O.M.
Chief, York Regional Police

Regional Municipality of York
Police Services Board

Regional Councillor Danny Wheeler, Chairman
Joe Persechini, Vice-Chairman
Bill Fisch, Regional Chairman and C.E.O.
Mayor Frank Scarpitti, Regional Council Appointee
Barbara Munro, Regional Council Appointee
Sam Herzog, Provincial Appointee
Joanna Yu, Provincial Appointee
Connie Phillipson, Executive Director

York Regional Police
Executive Command Team

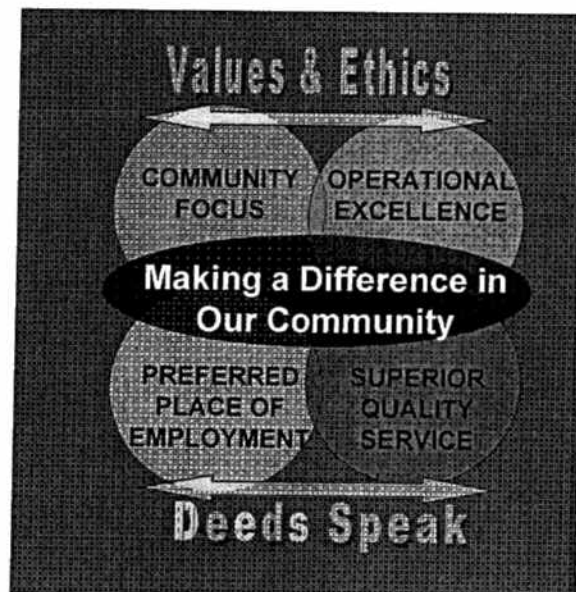
Armand P. La Barge, Chief of Police, O.O.M.
Bruce Herridge, Deputy Chief, Operations, M.O.M.
Eric Jolliffe, Deputy Chief, Administration, M.O.M.

What Our Business Plan Means to You

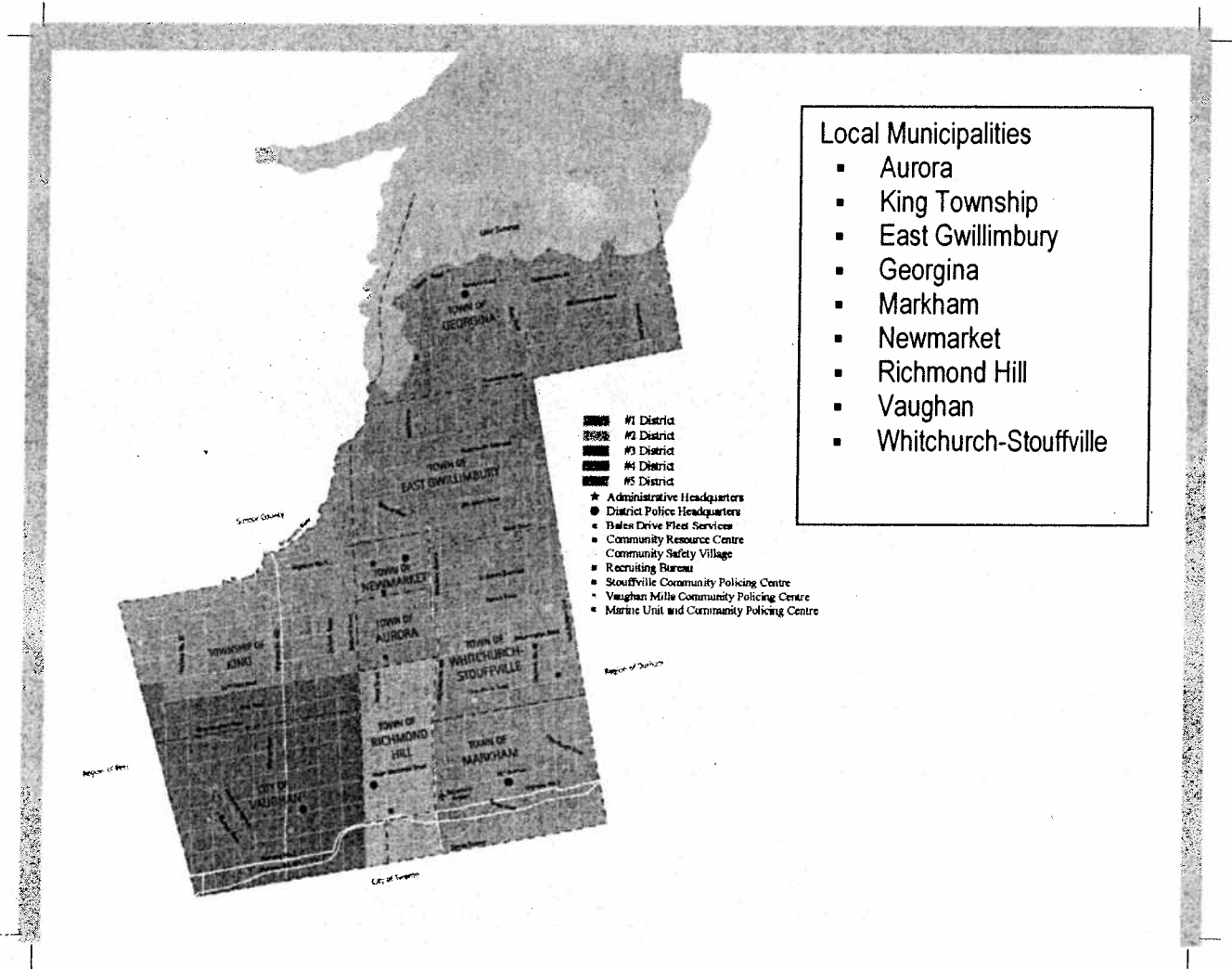
York Regional Police operates in an environment of significant change and uncertainty and will continue to experience significant influences and pressures in the coming years. Our **2008-2010 Business Plan** will allow us to meet our challenges and keep our resources aligned to our priorities. It contains goals and strategies that have been grouped into four key areas that represent our *"Cornerstones of Success"*.

Taken together, our four cornerstones improve our ability to effectively and efficiently deliver police services to residents of York Region and fulfill our Vision "To Make a Difference in Our Community". These cornerstones support and are consistent with our shared organizational Values, Code of Ethics, and our Motto *"Deeds Speak"*, meaning *"actions speak louder than words"*.

OUR CORNERSTONES OF SUCCESS



Proudly Serving York Region



The Region of York is a thriving area consisting of nine municipalities. It is the fastest growing Region in Ontario and the third fastest growing Region in Canada. Our policing jurisdiction is comprised of a 1,756 sq km land area and an additional 350 sq km of water in Lake Simcoe. As of December 31, 2007 the population is estimated at over 965,000 citizens.

York Regional Police at a Glance

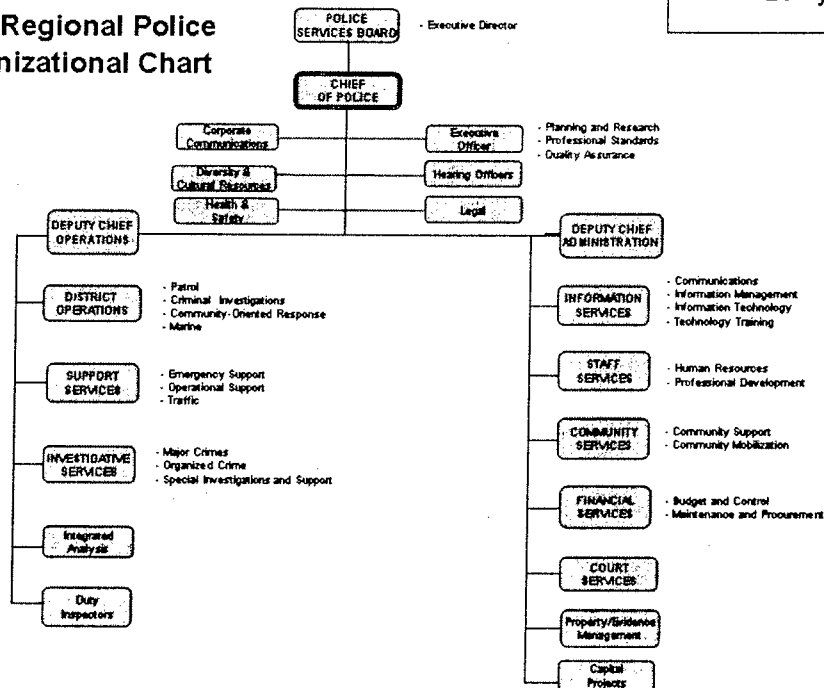
York Regional Police proudly serves the communities across York Region through the efforts of our dedicated police officers and civilian members. We maintain headquarters in Newmarket and support facilities in Vaughan, Richmond Hill, Markham, Newmarket, Georgina and Aurora, delivering community based policing, investigative and specialized services to both urban and rural communities. Our organizational structure includes Operations and Administrative Branches which oversee District Patrol Operations, Investigative and Support Services, Information Services, Financial and Staff Services, Community Services and Court Services.

Specialized investigative and support services include canine, traffic, tactical/emergency response, air support, public order, search and rescue, marine, homicide and missing persons, forensic identification, domestic violence, hold-up, high risk offenders, sexual assault, crimes against children, auto/cargo recovery, drugs and vice, intelligence and central fraud.

| | |
|---------------------------|-------|
| Total Strength (2007) | 1,753 |
| • Officers | 1,296 |
| • Civilians | 457 |
| Average Age | |
| • Officer | 38 |
| • Recruit | 28 |
| Officer Diversity | 13.4% |
| Officer Length of Service | |
| • 0-9 years | 53% |
| • 10-19 years | 26% |
| • 20+ years | 21% |



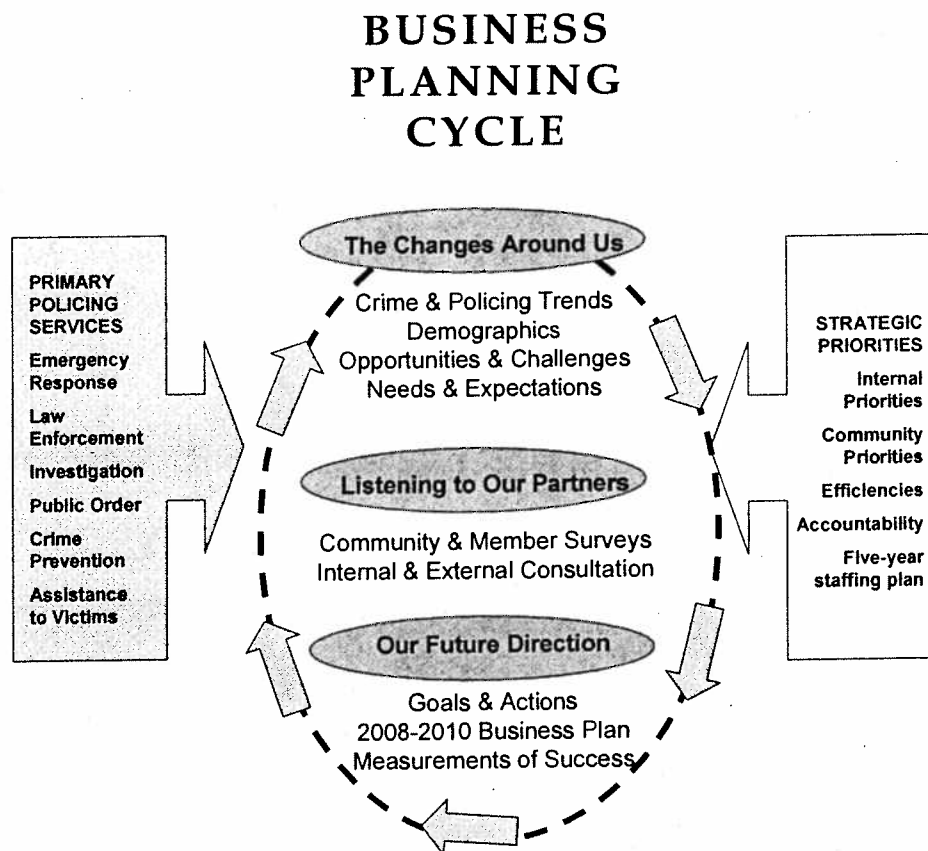
York Regional Police Organizational Chart



Planning for the Future

The *Police Services Act, Regulation 3/99, s.30 (1)* requires that every Police Services Board, in consultation with the Chief of Police, establish priorities and objectives for the police service and prepare a Business Plan at least once every three years.

York Regional Police uses a consultative approach to develop our Plan. Our Plan is responsive to a number of external and internal changes around us and incorporates feedback from citizens and leaders throughout the Region and our members. It addresses the core business and functions of our police service, and includes goals and strategies to ensure adequate and effective police services. Implementation and monitoring under the leadership of the Executive Command Team and Police Services Board will ensure the Plan stays on track.



Our Working Environment

The York Regional Police Business Plan reflects and responds to growth and change in the population we serve and in our operating environment. The following trends and influences continue to significantly impact on the delivery of police services.

Global and National Influences

- Aging and more vulnerable population.
- Growing numbers of immigrants and refugees.
- Continuing threat of terrorist acts.
- Threat of natural disasters and infectious disease.

Public Safety and Policing Challenges

- Evolving role of law enforcement and intelligence agencies.
- Increased fluidity and influence of organized crime groups.
- Rise in drug trafficking and drug-related offences.
- Technology-based and intellectual property crime.
- Human trafficking for sexual exploitation and forced labour.
- Sexual exploitation of children/child pornography.
- Potential for criminal acts associated with terrorism.

Highlights

- *New Canadians are the fastest growing segment in York Region's population.*
- *Over 30 percent of the population is from diverse communities.*
- *33 percent of citizens in York Region report a non-official language as their mother tongue.*
- *By 2026 the seniors segment of the population will more than double to 21% of York Region's population.*

**2006 Census*

Our Working Environment

Regional Trends and Demographics

- Continued high growth rate, urbanization and increased population density
- Increased ethnic and cultural diversity of population.
- Increased number of seniors and vulnerable residents.
- Increased number of youth in the crime-prone age cohort.
- Widening income gap between high and low-income households.
- Increased number of single-person and lone-parent households.
- Continued strong growth in employment and number of business establishments.
- Increased volume of traffic.
- Increased tourism and seasonal visitors.
- Increased numbers of schools and school enrolment.
- Continued demand for community-based policing.

Crime Trends and Challenges

- Increased presence and sophistication of organized criminal activity.
- Increased use of residential settings as a base for marijuana grow operations.
- Presence of illegal massage parlour operations.
- Increased use of weapons and illegal firearms.
- Increased rate of robbery violations.
- Increased number of property crimes.
- Youth crime issues.
- Increase in reported number of hate crimes.
- Higher number of traffic violations and fatalities.
- Identity theft, fraud, technology based crimes

Highlights

- *Between 2001 and 2006 York Region grew by 22.4% which is the highest growth rate in Ontario and the third highest in Canada.*
- *The highest rate of growth was in Vaughan, followed by Markham and Richmond Hill.*
- *By 2031 it is estimated that York Region will have 1.5 million residents.*
- *By 2026 the number of households will increase by 50 percent.*

**2006 Census*

Listening to Our Citizens

York Regional Police consults with the citizens of York Region through public forums, focus groups, meetings with our diverse communities, presentations to Municipal and Regional Councils, our District Community Liaison Committees, the York Region Police-Community Advisory Council, the Diversity and Cultural Resources Bureau, each District Community-Oriented Response Unit, the Community Services Bureau, our Youth Coordinators and District Management Teams.

Surveying Our Communities

In May 2007, York Regional Police asked the residents of York Region for their opinions on policing and crime in their neighbourhoods. The 2007 Community Needs Survey was randomly distributed to 10,000 households and contained questions about police performance, policing priorities and perceptions of crime. The top policing priorities were:

1. Violent Crime

Citizens want resources dedicated to fighting child abuse, sexual assault, homicides, robberies, crimes against seniors and organized crime.

2. Guns and Gangs

Citizens expressed concern about emerging problems with guns and gangs in our communities.

3. Traffic Safety

Residents across York Region are most concerned with aggressive drivers, drivers who speed, disobey signs and signals and who drive while impaired.

4. Crimes Against Property

Citizens want police to be more proactive and visible as a deterrent to property crimes.

5. Drug Control and Enforcement

Citizens expressed concern about access to drugs, drug usage, and emerging crimes associated with the use and sale of drugs.

Main issues from our community consultations:

- *Police visibility and profile in the community.*
- *Police interaction and knowledge of community issues.*
- *Communication about neighbourhood crime concerns and policing initiatives.*
- *Youth issues including gangs, drugs and alcohol use.*
- *Increasingly diverse communities, including language and cultural barriers.*
- *School issues including bullying and violence.*
- *Violent crime and the perception of crime*
- *Continued customer-service focus.*
- *Partnership opportunities with the community and service providers.*
- *Education and protection for vulnerable persons.*
- *Crime prevention and safety education*
- *Traffic safety enforcement and education.*

Listening to Our Members

York Regional Police consults with its members in many ways on an ongoing basis. Information and ideas are exchanged at breakfast meetings with the Chief of Police, annual Requalification training, leadership and team meetings, and through committee participation and the electronic suggestion box. We also exchange information with our members online and in our quarterly newsletter.

A survey was distributed to all York Regional Police members in May 2007. They were asked to give their feedback in a number of different areas, including use of resources, program effectiveness, training and career development, and priorities for enhancing the workplace. A high response rate to the survey was received, with members providing their feedback about York Regional Police and the services we provide.

The 2007 Member Survey identified the top issues for our staff to be:

- 1) Training and development opportunities
- 2) Healthy and safe work environment (facilities, equipment, technology)
- 3) Effective internal communications

Other top priorities included:

- Performance management and supervision
- An equitable and effective career development process
- Adequate staffing/recruiting and retention.
- Advancement opportunities.
- Culture of respect, accountability and teamwork.
- Efficient work processes.
- A workforce composition that reflects our communities.

2005-2007 Business Plan Accomplishments

Over the last three years York Regional Police members have worked to fulfill the commitments of the 2005-2007 Business Plan. Our members have formed partnerships with other police services and community partners to deliver the highest calibre of services to the citizens of York Region. Some of the key achievements are highlighted below:

| | |
|--|--|
| Community Focus <ul style="list-style-type: none"> ▪ Crime Prevention Committee ▪ Youth Advisory Council ▪ Community Safety Village ▪ Enhanced Visibility ▪ Community Alert Program ▪ PACES Program ▪ Be Net Aware ▪ Crime Analysis Prevention Program ▪ Traffic Safety Initiatives ▪ Project Lifesaver | Operational Excellence <ul style="list-style-type: none"> ▪ Guns and Gangs Strategy ▪ Methamphetamine Strategy ▪ Organized Crime Strategy ▪ Emergency preparedness training ▪ Avian Flu Pandemic Plan ▪ Technological enhancements including a new records management system ▪ New equipment for Marine Unit and Air Support Unit ▪ Drug recognition experts ▪ Afternoon 3pm – 3am shift |
| Preferred Place of Employment <ul style="list-style-type: none"> ▪ Recruiting with a Vision to reflect our community ▪ Implementation of five-year staffing plan ▪ Facilities improvements ▪ Leadership training ▪ Volunteer Strategy ▪ International recognition ▪ Diversity training | Superior Quality Service <ul style="list-style-type: none"> ▪ Community Resource Centre ▪ Code of Professional Ethics ▪ Mental Health Support Team ▪ Quality Service Standards ▪ Increased access to services in different languages ▪ Overtime and Court Management Strategy |

Our Commitment to Safety and Security

Community Focus

"Working with our Partners"

York Region is one of Canada's most diverse and rapidly growing municipalities. The members of York Regional Police are committed to partnering with our citizens to keep our communities a safe place to live, work and play. The strategies in this cornerstone address our relationships with the communities we serve.

| COMMUNITY FOCUS | |
|---|--|
| GOAL 1: To engage citizens in crime prevention programs. | |
| Actions: <ol style="list-style-type: none">1. Partner with schools, businesses, community and faith groups to build crime prevention and personal safety programs.2. Increase community awareness and involvement in Crime Prevention Through Environmental Design (CPTED) programs.3. Utilize the skills of our volunteers to assist in the delivery of crime prevention programs, recruiting presentations and planning special events.4. Develop a youth-oriented volunteer program aimed at High School students.5. Expand the PACES program to include a senior citizen focused curriculum. | Success Indicators: <ul style="list-style-type: none">• Citizen participation in crime prevention initiatives• Number of crime prevention presentations• Citizen satisfaction with involvement in crime prevention programs• Number of volunteer hours |
| GOAL 2: To increase police visibility in our neighbourhoods. | |
| Actions: <ol style="list-style-type: none">6. Implement new patrol area boundaries to enhance visibility in residential and business areas.7. Create a park safety program with community partners.8. Develop programs to increase visibility in residential neighbourhoods.9. Evaluate the Foot Patrol program. | Success Indicators: <ul style="list-style-type: none">• Proportion of proactive patrol time• Visits to complaint areas• Citizen satisfaction with police visibility• Number of foot patrol hours |

COMMUNITY FOCUS

GOAL 3: To ensure our programs meet the needs of York Region's youth population.

Actions:

10. Increase our positive interaction with youth at risk.
11. Enhance relationships with guidance counselors in high schools.
12. Expand the School Liaison Officer program into elementary schools and private schools.
13. Expand mental health partnerships to include children and youth.
14. Develop education programs and material for parents and caregivers about the dangers of drugs and available resources.
15. Implement the Positive Ticket Program for youth Region-wide.
16. Develop interactive series of lessons, presentations and community forums to educate about gangs and healthy lifestyle choices.

Success Indicators:

- Number of youth involved in programs
- Youth crime and clearance rates
- Level of police involvement with youth in the alternative measures program

GOAL 4: To enhance support to victims of crime.

Actions:

17. Develop a comprehensive Victims Services Strategy.
18. Strengthen relationships with community support groups and victims advocates.
19. Develop a domestic violence public education program in multiple languages.

Success Indicators:

- Victim satisfaction with police involvement
- Level of domestic violence reporting

GOAL 5: To promote traffic safety in our community.

Actions:

20. Enhance traffic safety and education programs specifically targeting pedestrians, seniors, vulnerable persons and youth.
21. Implement education and enforcement programs addressing aggressive and impaired drivers.
22. Conduct a York Regional Police workshop in partnership with the Ontario Students Against Impaired Driving (OSAID) High School Ambassadors.

Success Indicators:

- Number of impaired drivers arrests
- Number of programs targeting pedestrians, seniors, vulnerable persons and youth
- Number of RIDE days
- Number of traffic complaint area visits

Operational Excellence

“Striving for excellence in all that we do”

Operational Excellence is critical to the delivery of effective police services. At York Regional Police we continually seek ways to develop and utilize the skills of our members and to implement technology. The goals in this cornerstone are directed towards improving our efficiency and effectiveness as an organization.

| OPERATIONAL EXCELLENCE | |
|--|--|
| GOAL 1: To evaluate our current business practices to ensure the effective delivery of policing services. | |
| Actions: <ol style="list-style-type: none"> 1. Create a long-term community-based police facility strategy. 2. Conduct an annual review of patrol areas and officer deployment. 3. Develop new performance measures to evaluate our effectiveness. 4. Conduct a review of the Versadex workflow processes at York Regional Police. 5. Update the York Regional Police records retention schedule. 6. Audit the district processor function at York Regional Police. 7. Review the establishment of a centralized breath technician unit. 8. Create a York Regional Police bail management unit. | Success Indicators: <ul style="list-style-type: none"> • Overall level of community satisfaction with policing services • Officer availability to respond to emergency calls • Emergency response times • Community satisfaction with emergency response to calls |
| GOAL 2: To enhance our criminal investigation capabilities. | |
| Actions: <ol style="list-style-type: none"> 9. Implement the recommendations of the Criminal Investigation Bureau (CIB) Review. 10. Increase the availability of scenes of crime officers (SOCO). 11. Undertake a comprehensive review of the York Regional Police Domestic Violence prevention and response. 12. Report on the outcomes of the Guns and Gangs Strategy 13. Review our intelligence-gathering processes relating to hate-crimes. | Success Indicators: <ul style="list-style-type: none"> • Property crime and clearance rates • Violent crime and clearance rates • Availability of CIB and SOCO officers |

| OPERATIONAL EXCELLENCE | |
|--|--|
| GOAL 3: To maintain effective large-scale emergency response capabilities. | |
| Actions: <ol style="list-style-type: none"> 14. Analyze emergency response from other police agencies to incorporate lessons learned. 15. Continue to participate in joint public safety response training. 16. Perform an annual review of critical infrastructure. | Success Indicators: <ul style="list-style-type: none"> • Number of mock disaster exercises • Number of joint training exercises |
| GOAL 4: To use technology to enhance our performance. | |
| Actions: <ol style="list-style-type: none"> 17. Implement search management software to facilitate the location of missing persons. 18. Develop an electronic forms process to improve our efficiency and effectiveness. 19. Implement the long-term Information Technology Plan, including a Disaster Recovery component. 20. Develop an analytical database to catalogue guns and gangs intelligence. | Success Indicators: <ul style="list-style-type: none"> • Number of hours spent on administrative duties by officers |

Preferred Place of Employment

"An employer of choice"

Serving an area as dynamic as York Region requires a skilled and diverse workforce. We are committed to recruiting and retaining the most skilled members available. To be a Preferred Place of Employment requires an investment in the tools and training our members require. The goals in this cornerstone focus on the health, safety and professional development of our members.

| PREFERRED PLACE OF EMPLOYMENT | |
|--|---|
| GOAL 1: To recruit and retain staff representative of our communities. | |
| Actions: <ol style="list-style-type: none"> 1. Develop a new 5-year staffing plan and review annually 2. Implement the recommendations from the Recruiting with a Vision II strategy. 3. Develop a member retention strategy. 4. Assemble an accessible and comprehensive skills inventory database. | Success Indicators: <ul style="list-style-type: none"> • Police to population ratio • Length of staff member service • Civilian-to-officer ratio • Member feedback after hire and at exit interview |
| GOAL 2: To provide education, training and development opportunities to optimize the capabilities of our members. | |
| Actions: <ol style="list-style-type: none"> 5. Conduct mandatory Respect in the Workplace courses. 6. Enhance diversity and hate-crime training to include interactive scenario-based exercises and community member participation. 7. Increase the availability of online training programs. 8. Provide job descriptions and job evaluation information online. 9. Review of the current civilian training opportunities. 10. Develop a civilian training course calendar. | Success Indicators: <ul style="list-style-type: none"> • Number of training hours per member • Level of member satisfaction with training • Level of job satisfaction |
| GOAL 3: To provide effective leadership development for our members. | |
| Actions: <ol style="list-style-type: none"> 11. Expand our partnership with the Ontario Municipal Management Institute. 12. Identify public and private sector training opportunities. 13. Increase leadership training for supervisors. | Success Indicators: <ul style="list-style-type: none"> • Number of training hours per member • Level of member satisfaction with training • Level of job satisfaction • Level of participation in training opportunities with other agencies |

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| PREFERRED PLACE OF EMPLOYMENT | |
|---|---|
| GOAL 4: To promote a positive and healthy work environment. | |
| Actions: <ol style="list-style-type: none"> 14. Revise the awards and recognition program and recipient selection process, and publicize the program to promote member involvement. 15. Create a customer service component to the awards and recognition program. 16. Develop a member fitness and nutrition program. 17. Develop an orientation and training program for each unit to ensure a smooth transition for new personnel. 18. Make the Human Resources Policy Manual available to members online. 19. Conduct annual surveys and consultation with members targeting specific human resource and staff development issues. 20. Establish a Greening committee to develop a strategy for York Regional Police. | Success Indicators: <ul style="list-style-type: none"> • Level of job satisfaction • Number of hours away from work due to illness/injury • Level of use of Employee Assistance Program • Feedback from member surveys and consultation • Level of pride of our members • Participation in programs by members |

Superior Quality Service

"Exceeding Community Expectations"

York Regional Police is committed to public safety and improved quality of life for the people of York Region. We listen and respond to the concerns of our citizens. Our members are challenged to provide the highest quality of service to the citizens of York Region in all areas of the organization. The goals in this cornerstone relate to the delivery of superior quality service to our communities.

| SUPERIOR QUALITY SERVICE | |
|---|--|
| GOAL 1: To maintain a high level of community satisfaction with the services provided by York Regional Police. | |
| Actions: <ol style="list-style-type: none"> 1. Review customer feedback and provide education to our members to minimize public complaints. 2. Review dress and deportment to continue to present a professional image. 3. Review the effectiveness of current Customer Service Standards. 4. Develop a web-based mapping tool to communicate crime information to the public. 5. Conduct a community survey to determine level of satisfaction with the services provided by York Regional Police. 6. Increase public awareness of the call prioritization process. 7. Improve police follow-up on reported incidents. | Success Indicators: <ul style="list-style-type: none"> • Level of community satisfaction • Availability of crime information to the public • Number of public complaints • Level of compliance with customer service standards |
| GOAL 2: To ensure inclusive and equitable delivery of police services. | |
| Actions: <ol style="list-style-type: none"> 8. Create a comprehensive Inclusivity Strategy that identifies internal and external objectives. 9. Develop a Bias Free Policing Policy Statement of Principles. 10. Provide victims' assistance awareness training to new recruits. 11. Increase education to frontline officers about issues specific to youth, seniors, diverse communities and persons at risk in the community. | Success Indicators: <ul style="list-style-type: none"> • Annual report on Inclusivity Strategy outcomes • Level of awareness of issues specific to various groups in the community • Participation of members in community events. • Level of community satisfaction with police • Community survey feedback |

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| GOAL 3: To improve communication and awareness of York Regional Police to the community. | |
|--|---|
| Actions: | Success Indicators: |
| <ul style="list-style-type: none"> 12. Review and enhance the York Regional Police Communication Plan to include both internal and external components. 13. Develop a comprehensive inventory and a Citizen's Guide to York Regional Police community programs and partnerships. | <ul style="list-style-type: none"> • Level of community satisfaction • Number of visits to the York Regional Police web site • Level of involvement in programs and events |

Bringing the Business Plan to Life

Our Business Plan is a dynamic document. We regularly monitor our progress and make adjustments as required. We integrate our Plan with the budget process to support our priorities and commitment to our shared Vision and Values.

For the 2008-2010 Business Plan we will be establishing Implementation Teams for each strategic cornerstone. Each team will be tasked with specific goals and actions from the Business Plan. They will be responsible for assigning persons accountable, developing detailed implementation plans and timelines for each action, and regularly reporting their progress. Implementation Team reports will be submitted to the Executive Command Team who will report to the Police Services Board.

Several key measures have been developed for assessing service level, community impact, efficiency and quality of service. These measures are reviewed, analyzed, and modified on a semi-annual basis and in conjunction with the annual budget process. We regularly review our targets to ensure we use meaningful measurements of our performance in all areas of service delivery.

It is critical that our citizens feel safe in their homes and streets, and are satisfied that we are visible, accessible and honourable in the performance of our duties. We are committed to monitoring community satisfaction through ongoing consultation. We report our progress to our citizens through our Annual Report and on the York Regional Police website at www.yrp.ca.

Budget and Financial Plan

The priorities and initiatives identified in the 2008-2010 Business Plan are a key component of the funding requirements identified in the York Regional Police annual budget forecast. Implementation of these initiatives is subject to Regional Municipality of York Police Services Board approval and the provision of available funding as determined within each annual budget.

In Conclusion

We are confident that the goals and strategies contained in our Business Plan provide the basis for continued improvements to the delivery of police services in York Region. We are committed to ongoing consultation, review and adjustment of our Plan to meet the needs of our citizens and members of our Service. Through our collective commitment and continued partnerships we will be **“Making a Difference in Our Community”**.

Saying Thank You

We would like to extend special thanks to the many individuals who contributed to the development of the 2005-2007 Business Plan, including:

- *Members of the Police Services Board for their guidance and participation in the business planning process;*
- *The citizens of the Region of York who attended community forums and meetings, and those who completed the 2007 Community Needs Survey, for their invaluable input;*
- *Our members who voiced their issues and concerns during various meetings and training sessions, and by completing the 2007 Member Survey;*
- *The Business Plan Workshop participants whose ideas and input were tremendously helpful to the development of the final goals and strategies;*

Credits

Planning and Facilitation Team

Brenda Mulroy, Sharon Burdette, Mafalda Avellino, Ruth Houghton

Graphic Design and Printing

York Region Printing

Photography

Corporate Communications Bureau, Forensic Identification Bureau, Planning & Research Bureau

"DEEDS SPEAK"

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



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For additional copies please contact the York Regional Police Planning and Research Bureau or the Regional Municipality of York Police Services Board.

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PROTOCOL FOR THE SHARING OF INFORMATION

Between

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

- and -

THE REGIONAL MUNICIPALITY OF YORK

WHEREAS pursuant to Subsection 31(1) of the *Police Services Act*, as amended, the Regional Municipality of York Police Services Board is responsible for the provision of adequate and effective police services in the Regional Municipality of York;

AND WHEREAS pursuant to Subsection 4(1) of the *Police Services Act*, the Regional Municipality of York is required to provide adequate and effective police services in accordance with its needs;

AND WHEREAS pursuant to Subsection 32(1) of Ontario Regulation 3/99 made under the *Police Services Act* - Adequacy and Effectiveness of Police Services, the Regional Municipality of York Police Services Board is required to enter into a protocol with Regional Council for the Regional Municipality of York that addresses:

- (a) the sharing of information with municipal council, including the type of information to be shared and the frequency for sharing such information;
- (b) the dates by which the business plan and annual report shall be provided to municipal council;
- (c) the responsibility for making public the business plan and annual report, and the dates by which the business plan and report must be made public; and
- (d) if the municipal council chooses, jointly determining, and participating in, the consultation processes for the development of the business plan.

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AND WHEREAS the March 6, 2001 Protocol for the Sharing of Information between The Regional Municipality of York Police Services Board and the Regional Municipality of York requires updating;

THEREFORE THE PARTIES HEREBY AGREE THAT:

1. The Regional Municipality of York Police Services Board shall provide Members of Regional Council of the Regional Municipality of York with the following:

- (a) in January each year, notice of the dates, times and locations of the Police Services Board's scheduled monthly meetings, and advance notice of the dates, times and locations of other public meetings;
- (b) the public agenda prior to the Police Services Board's scheduled monthly meetings;
- (c) the minutes of the monthly public meetings;
- (d) electronic access to (b) and (c) through the Regional Municipality of York Police Services Board's internet site at www.yrpsb.ca;
- (e) notice of other public consultation processes scheduled by the Police Services Board for the development of a York Regional Police Business Plan;
- (f) in November 2001, and in accordance with Ontario Regulation 3/99 at a minimum every three years thereafter, a copy of the York Regional Police Business Plan following its acceptance at a Police Services Board meeting;
- (g) budget updates as required by the Regional Treasurer for submission to Regional Council;
- (h) York Regional Police Annual Report that shall be made available to the public by the 30th of June each year; and
- (i) any other reports or information as determined by the Police Services Board.

2. In accordance with Section 39 of the *Police Services Act*, Regional Council shall provide the Regional Municipality of York Police Services Board with its annual budget in accordance with the timetable and format established by Regional Council.

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3. Additional information shall be requested by resolution of Regional Council to the Regional Municipality of York Police Services Board, and the Police Services Board shall consider such request at its next scheduled meeting.
 4. Each year, the Police Services Board and the Chief of Police will host a number of community consultation sessions throughout York Region to outline service delivery methods, and to receive input and hear the concerns of citizens, business owners and elected officials. The planning of these community consultation sessions will be co-ordinated with the Mayor in each community.
 5. The Regional Municipality of York Police Services Board and the York Regional Police shall make the Business Plan and the Annual Report public on their respective internet sites.

Dated this 20th day of December 2005.

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

**THE REGIONAL MUNICIPALITY
OF YORK**

Original Signed by

Original Signed by

David Barrow, Chair

Bill Fisch, Regional Chair

Original Signed by

Original Signed by

Connie Phillipson, Executive Director

Denis Kelly, Regional Clerk

From: Ciafardoni, Joy [mailto:Joy.Ciafardoni@vaughan.ca]
Sent: November 14, 2007 12:11 PM
To: Kelly, Denis
Cc: Anastasia Vogt
Subject: Resolution
Importance: High

Regional Councillor Frustaglio would like the attached resolution added to the Finance and Administration Meeting Agenda - Thursday, November 29th.

Thank you,

Joy (8787)

Executive Assistant,
Regional Councillor Joyce Frustaglio

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