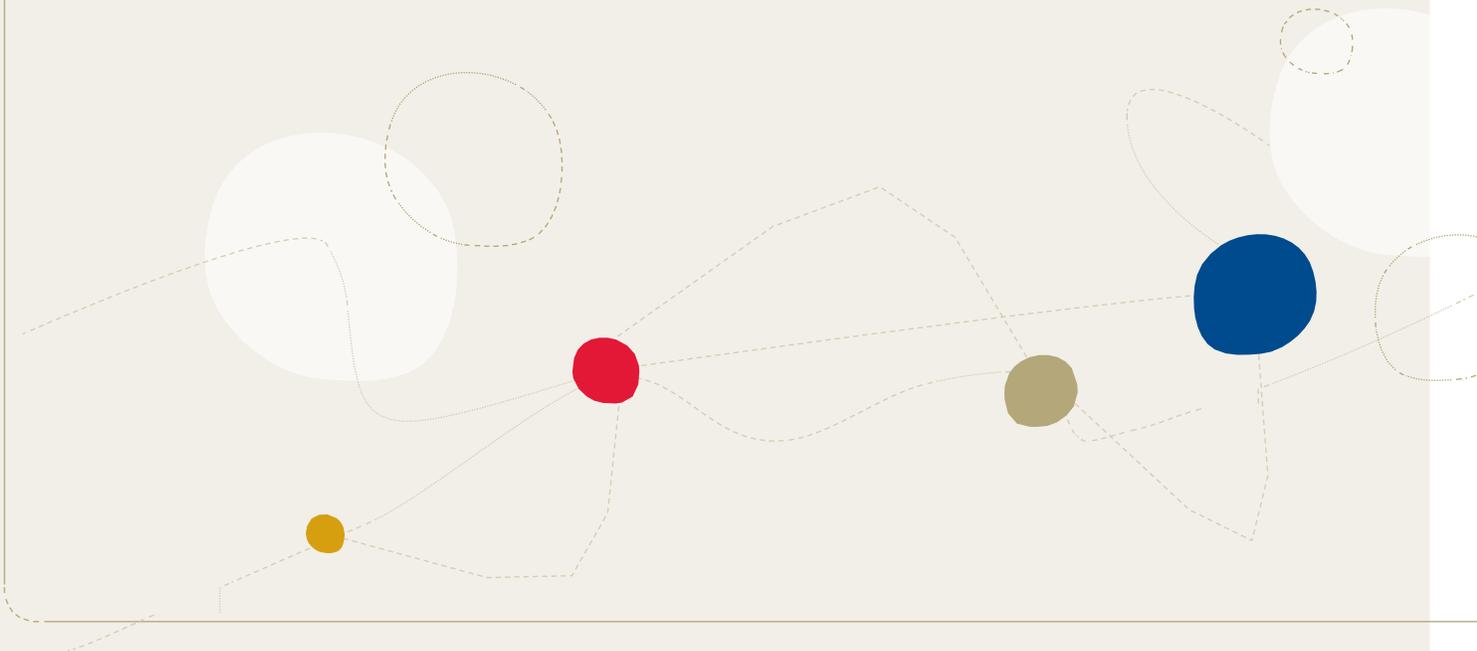


SAFER TOGETHER

COMMUNITY SAFETY DEPARTMENT

Strategic Plan



Message from the President & Vice-Chancellor

At York University, we are committed to ensuring that our campuses are places where everyone feels safe to live, learn, teach and work.

As President & Vice-Chancellor, I have a deep personal commitment to safety on York's campuses. The safety of our students, staff, faculty and visitors is fundamental to everything that we do.

I am proud of the investments that York has made to make its campuses safe, and of the full array of quality services and supports that are available at York to prevent and respond to safety concerns.

Prevention is one of the priorities under this strategic plan, and this will require the engagement of the entire York community in supporting safety on our campuses.

Connectedness is one of the pillars of our University, and it is a cornerstone of safety. It is our connectedness that will ultimately keep us safe – knowing, caring and watching out for one another.

We are a community that is concerned about the welfare of others, and the fact that our community has contributed so extensively to the development of this plan speaks to our shared commitment to safety.

We are also a community that strives for excellence in everything we do, and this strategic plan provides a roadmap for achieving excellence in safety. I will be working closely with the Community Safety Department and with my Community Safety Council to ensure that the priorities outlined in the strategic plan are addressed, building on the major safety enhancements that have been achieved over the last few years.

Each of us can – and should – play a role by actively contributing to a safe campus, as underscored in York's message that we are "Safer Together."

Rhonda L. Lenton
President & Vice-Chancellor

Message from the Vice-President, Finance & Administration and the Executive Director, Community Safety

We would like to thank the hundreds of community members who participated in the consultations to develop this strategic plan.

This was truly a community driven process. It was gratifying to have so many people come together in a commitment to safety at York's campuses, and in the spirit of openness which characterized the process. We had a genuine dialogue about safety. We spoke about what we do well, where we can improve and the importance of everyone being involved in safety.

Building a safe community is an ongoing endeavour and a shared responsibility. We are looking forward to working with our community on the implementation of this plan.

This plan is intended to be dynamic and will be reviewed annually with our community against our evolving campuses and communities.

The plan takes a forward-looking perspective on the many trends that have an impact on safety. We want to harness these trends, and work with our academic departments to build experiential learning opportunities in community safety for our students.

Collaboration is a cornerstone of this plan and there are several partners who support safety at York. These include the pan-University Community Safety Council which continues to promote safety at York. Our partners also include the many departments and students, staff and faculty members who provide safety related services, and who play a leadership role in safety at York. We also have a vast network of external partners, including police, fire, emergency medical services and community agencies. We will continue to collaborate and innovate together with our partners over the next three years in the implementation of this plan.

In closing, we would like to take this opportunity to commend the very capable staff of the Community Safety Department who work hard day and night to prevent incidents and be supportive first responders when they are called upon. They join us in thanking the York community for caring about safety and for working with us in keeping our campuses safe.

Carol McAulay
Vice-President,
Finance & Administration

Samina Sami
Executive Director,
Community Safety

Introduction

York University is a vibrant community of nearly 60,000 students, staff and faculty, a number that is even higher when campus visitors and businesses are considered. Its two campuses cover a large geographic area, and it has several satellite locations both here and abroad. It is the third largest University in the country, and it is growing every year.



In recognition of the fact that many different factors influence individuals' experiences of safety, York University has taken an inclusive and intersectional approach to safety.

Physical safety refers to being in an environment that does not pose a threat to physical well-being. Social safety refers to being in an environment that supports a sense of feeling safe with other people, and free to express individual identities, thoughts and beliefs without censure or reprisal.

The University took an important step forward in 2010 when it engaged METRAC to undertake a safety audit of its campuses. Over the past several years, the recommendations from this audit have provided a solid foundation for significant safety enhancements. Key among the METRAC audit recommendations has been the formation of the Community Safety Department, which consolidated several safety-related services under one department to create a more focused and coordinated approach to safety.

In early 2016, an inaugural executive director was recruited, and later that year the department initiated a pan-university consultation process to develop a strategic plan, with the goal of developing community priorities for the next three years.

These consultations included open forums that were promoted widely at Keele and Glendon campuses. Additionally, over 80 meetings were held with student, staff and faculty groups, and with partner organizations outside of the University. Submissions were also received on-line.

This Strategic Plan reflects the vision, mission, priorities, actions, outcomes, evaluation and reporting mechanisms that were recommended in the consultations.

Many of the proposed initiatives relate to safety-related services that are inter-dependent with multiple departments and partners, and the Community Safety Department will work closely with them to ensure that efforts are coordinated. The department will also continue to engage the broader York community in the implementation and evaluation of the Strategic Plan.

THE STRATEGIC PLAN INCLUDES FOUR KEY PRIORITIES THAT REFLECT THE PRIORITIES IDENTIFIED BY THE COMMUNITY: PREVENTION; RESPONSE; COMMUNICATIONS AND EVALUATION.

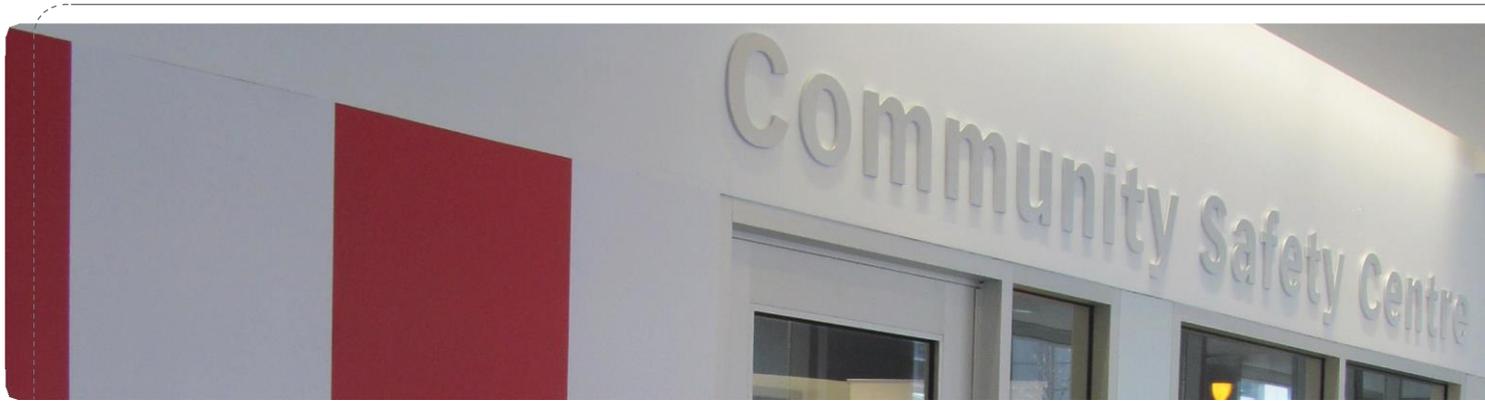
These priorities also reflect a comprehensive approach to safety. Several key values were recurrent themes in the consultations: accessibility; inclusion; intersectionality; community centric; collaboration; risk/threat assessment; community engagement; and approaches that are tailored to the unique needs of each campus. These values will be embedded in each of the pillars, and together form the framework for the Strategic Plan.

Community Safety Partners



THE COMMUNITY SAFETY DEPARTMENT

What We Do



VISION

York University is a welcoming, inclusive and safe community in which to study, teach, live, work and visit.

MISSION

The Community Safety Department is committed to fostering effective approaches to safety by working collaboratively with students, staff, and faculty to promote active participation and contribution to safety on York's campuses.

VALUES

The department is guided by York University's values of inclusivity and diversity, social justice and equity, progressiveness, excellence and sustainability.

Working collaboratively with the York community and external agencies, the Community Safety Department provides a wide range of services from prevention through to response.

Access Controls

Having the ability to control who comes into buildings on York's campuses is an important crime prevention measure. The department is responsible for coordinating and monitoring the approximately 1,100 access doors on York's campuses with over 29,000 users. This number will continue to grow with new builds. An initiative is underway to improve perimeter access for all buildings at Keele campus.

Community Education

The department's Campus Relations Officials act as liaisons with individuals and groups on and off campus, working collaboratively with them on projects to promote safety. They are regularly called on to give training and safety presentations to student, staff and faculty organizations, promoting dialogue about crime prevention.

Emergency Preparedness

The department helps to ensure that the University is prepared to respond quickly and effectively to emergencies. It is guided by York's Emergency Plan which details the responsibilities of various departments when an emergency occurs.

The department delivers training on emergency procedures, including annual training to Emergency Operations Centre staff and Emergency Response Wardens. It also conducts emergency simulation exercises with safety partners on and off campus. These exercises help ensure that York's efforts in an emergency are coordinated with other first responders.

Additionally, the department works in close collaboration with its safety partners in activating York's emergency mass notification systems, which include LCD screens, PA systems, the York U safety app, website and email notifications.

goSAFE Services

The department's goSAFE services are staffed by students, who provide York community members a safe evening or nighttime escort to and from any on-campus location. They accompany community members by foot or by cart, and will wait until the community member's transportation has arrived or they are safely inside their building. The goSAFE team also works with Transportation Services to run off-campus Village shuttles at the Keele campus.

goSAFE can be reached by calling (416) 736-5454, through the York U safety app, or through the emergency phones located throughout the Keele and Glendon campuses.

Lighting and Safety Equipment

Studentstaff members also conduct weekly audits of the 4,400 exterior lights, over 670 emergency phones, and 470 automatic door openers across York's campuses. Any broken equipment is reported to Facilities Services for repairs. In addition, they monitor the over 800 CCTV cameras that provide 24/7 coverage across York's campuses.

Lost and Found

On the Keele campus, goSAFE operates the Lost and Found, and can be reached by calling (416) 736-5534. At the Glendon Campus, Security Services operates the Lost and Found, and can be reached by calling (416) 650-8000.

Security Services

The department's security services team members are trained security professionals who are available 24/7. They can be seen patrolling campus on foot, in marked vehicles and, weather permitting, on bikes. They are trained to respond to a wide range of safety incidents, including medical emergencies, property thefts or damage, fire alarms, crowd control, trespassing, assaults, disorderly conduct, power outages, chemical spills, weather-related emergencies and hate crimes. They will assist with First Aid (security cars are equipped with defibrillators), respond to safety incidents, and contact police or other first responders if needed. Security also conducts non-criminal investigations, and assists the police in criminal investigations.

In an emergency, security staff can be reached by calling (416) 736-5333, or if calling from a York office phone, by dialing extension 33333. They can also be contacted through the York U safety app or through the emergency phones located throughout Glendon and Keele campuses.



BUILDING OUR UNDERSTANDING

With the guidance of Dr. Ruth Koleszar-Green, the Community Safety Department has started on a journey towards increased understanding of the past injustices and present realities of Indigenous people in our country. All members of the department have participated in educational sessions led by Dr. Koleszar-Green. The department is committed to continuing to learn more, and to being part of the University's and the country's journey of reconciliation and healing with Indigenous communities.

Pan-University Collaboration

The department provides support to the Community Safety Council and its sub-committees. The department also participates in numerous inter-departmental committees to provide a safety perspective to the work of other areas of the University.

Safety Planning

The department helps individuals with personal safety concerns by working with them to develop safety plans. The department also assists groups in planning for safe events on campus. Approximately 3,000 "temporary use of space" applications are reviewed each year as part of the planning processes for safe events.

On occasion, the department conducts CPTED assessments (Crime Prevention Through Environmental Design). It also participates in safety planning for infrastructure projects.

Statistical Data and Analytics/Research

The department's resources are deployed based on many factors, including an analysis of data on safety incidents. Key statistics on safety incidents are posted monthly on the department's website.

Why Work Alone Program

Community members concerned about working alone on campus at night can contact security services to ask that they periodically check in on them by phone or in person. Security services will also provide a safe escort to locations on campus when goSAFE staff members are off duty.

York U Safety App

One of the most convenient ways to access safety resources is to download the York U Safety App. The app's features include campus maps, a safety toolbox and emergency numbers. The app can be used to place a direct call to security or goSAFE services, to find information about the campus shuttle and other safety-related services, or to view York's security bulletins.

Users can also enable the app to send push notifications to their phones to receive safety updates, and updates on weather or other emergencies, including closure of the University.

DID YOU KNOW?

80% of wallets and 83% of cell phones turned into the department's lost and found get returned to their owner.

Environmental Scan

The following factors will be considered in planning and delivering safety programs and services on York's campuses.

Community involvement is fundamental to effectively responding to crimes when they happen, and to preventing them from happening in the first place. Safety initiatives cannot succeed without the knowledge, expertise and engagement of community members. To truly affect crime, we must also be proactive and able to effectively identify trends, assess risks, and apply overall best practices.





INTERNAL FACTORS

The Department's activities are shaped by the University's priorities.

INTERNAL

York's Commitment to Safety

- Learning institutions across North America are increasing their focus on safety, and York is no different. Safety is fundamental to optimal learning, teaching, working and living on university campuses. There is growing recognition that safety cuts across physical and social dimensions in an increasingly complex world and requires continuous community engagement.
- The importance of safety is recognized in York's Academic Plan 2015-2020, which commits to "continuing to advance a comprehensive, holistic and community-based approach to ensure the safety of our campuses".
- Safety is also identified as one of the essential principles in any planning that the University may undertake to transform public shared spaces on its campuses (Institutional Integrated Resource Plan (IIRP) Working Group's report on Campus Experience - September 2016).
- Priorities that are particularly relevant to community safety - are the University's four pillars (2017) of access, connectedness, excellence and impact – all of which are fundamental to maintaining the safety of York's campuses.
- Mental health also continues to be a priority, and the department will need to work with York partners to support mental health strategies for community members, including first responders.
- The University emphasizes excellence and innovation, and safety programs and strategies also need to be informed by evidence-based research and evolving best practices. The department will continue to work with academic partners at York and external partners to build a centre for excellence in safety and a hub for experiential learning.

INTERNAL FACTORS

Perceptions of Safety

- Media coverage of incidents that occur in the broader neighbourhood outside of York's Keele campus are often associated with the University (i.e. incidents that are reported as occurring in the "vicinity of York University"). This can result in inaccurate perceptions of the safety of the Keele campus. Communications strategies are needed to create an accurate picture of the safety of York's campuses.



New Initiatives

- The campus footprint is continuously changing. Two new subway stations opened recently, and there have been investments in several new buildings. These initiatives will shape how communities move and engage on York's campuses and safety strategies will need to incorporate these changes.

York Community Demographics

- York is the third largest university in Canada with a population of 7,000 faculty and staff, and 52,300 students (of which 6,200 are international students). This population is highly diverse underlining the importance of taking inclusive and intersectional approaches to safety.

- Glendon College is southern Ontario's Centre of Excellence for French and bilingual post-secondary education. About 30% of students are Francophone, and some do not speak English. Effective safety planning requires recognition of the linguistic, cultural and geographic uniqueness of the Glendon campus.
- York is a largely commuter university. Very few of York's students live on campus (7%). Most students who live off campus spend less than five hours per week on campus outside of class. This means that innovative approaches are needed to engage students in safety campaigns and programs.
- Students living in residence have unique safety needs, as do students who live off campus. The Community Safety Department needs to work with York partners to provide information on services and supports to meet the housing safety needs of these students.



*TTC Transit Commissions, 2017.
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Toronto Transit Commission.*

- York has a diverse cross-section of full-time and part-time faculty and staff. There are also staff who work on contract with external agencies and vendors. Each of these constituents has unique needs, and safety programs and strategies must be inclusive of this diversity.



EXTERNAL FACTORS

The Community Safety Department must continuously evolve to respond to an ever-changing external environment.

EXTERNAL

Social Climate

- York University is a microcosm of broader social issues and trends. Local and global issues have an impact on its campuses. Safety strategies need to incorporate the social dimensions of safety and consider how the university operates within a broader social context, including giving priority to prevention of hate crimes, sexual violence, racism, discrimination and harassment.

New Legislation/Regulations

- The Community Safety Department operates under legislative and regulatory requirements and in collaboration with external agencies, including police, fire and emergency medical services. Changes to legislation or regulations pertaining to the department or to its partners could have an impact on the department's operations. (For example, Bill 132 has resulted in changes to the department's policies and procedures related to incidents of sexual violence).

EXTERNAL FACTORS

Trends in Emergency Preparedness and Law Enforcement

- Over the past decade, there has been a shift in safety threats, requiring an increased focus on emergency preparedness strategies to respond to safety concerns such as cybersecurity, extreme weather, active attackers, biological hazards, pandemics, workplace violence and hate crimes.
- Also, there has been a focused discussion about the “future of policing” in Ontario, and several of the themes coming out of those discussions may have implications for how York’s safety services operate. These themes include: governance and transparency; cybersecurity; modernized metrics; public reporting; organizational performance; evidence-based decision making; effective management of partnerships; and better community supports for managing mental health issues.

New Technology

- Communications and digital technology are rapidly changing, and social media has become a necessary vehicle for communicating and engaging with the public on safety issues.
- New technologies are also enabling more streamlined and nimble communications that merge multi-channel digital platforms, including emails, websites and social media.
- While technology is a great enabler, it is also an increasing safety threat, including cyber-crime, identity fraud and threats to infrastructure. The department needs to work with information technology services and other partners at York to ensure prevention and mitigation strategies are in place.
- Other technological advancements are also shaping safety services and strategies. For example, there are increased safety capabilities through digital systems, mobile technology, GIS systems and identification technologies. The department must constantly review advancements in technology to determine which ones are affordable and necessary to keep up with industry standards and maximize safety on York’s campuses.

Training

- The complex and evolving nature of safety trends means that staff with responsibilities for providing safety services must receive continuous training aligned with these trends.



COMMUNITY SAFETY DEPARTMENT

Strategic Plan

In our consultations, we asked community members for their advice on the department's priorities. They told us that we should give priority to prevention, response, communications and evaluation.



Priorities

Community members told us that:

- We should **focus on prevention** to mitigate the impact of unsafe situations – both social and physical - and to stop them from happening in the first place.
- Our **response to incidents must be nimble and supportive** to meet the needs of the York community.
- **Effective and timely communications is essential** to both prevention and response efforts.
- The impact of key strategies, tactics and programs must be evaluated against defined objectives, and the **results shared with the community for input and continuous improvement.**

Approach

Community members also told us that:

- Our services and programs must be **accessible** to people with disabilities, and to people who are d/Deaf or Hard of Hearing.
- We must be informed by an **intersectional analysis to ensure inclusion of community members.**
- **Our services and programs must be community-centric** in a way that is responsive to the needs, perspectives and priorities of community members.
- We must take a **risk-based approach** to both the physical and social environment. This includes identifying and mitigating risks based on physical and social threats, and prioritizing resources and strategies where risks are the highest.
- Safety initiatives cannot succeed without the knowledge, expertise and involvement of all community members. **Community engagement is fundamental to all aspects of safety.**
- Many people and departments have a role to play in safety. We need to **identify and act on opportunities for collaboration in all safety initiatives.**
- The **unique needs of each of York's campuses must be considered and reflected in our safety initiatives.**

Guiding Framework

We extracted core concepts from the top priorities, as well as central tenets from the key themes, and developed a framework to guide the development of specific goals, activities and key outcomes.





1

Focus on Prevention

GOAL 1.1

To foster a sense of community where everyone plays a role in prevention and supports a social environment for safety.

What we heard from participants in the consultations

- We need to continue to build a community where everyone (students, staff, faculty, visitors, businesses and other organizations on York’s campuses) is involved in safety, looking out for one another, helping to reduce safety risks and reporting potentially unsafe situations.
- There should be ongoing bystander education campaigns to help community members intervene safely when they witness situations that threaten either physical or social safety.
- The materials and campaigns should be tailored to meet the unique needs of each campus, and they should also consider the unique needs of international students.
- The department should reach out through the Community Safety Council and other mechanisms to engage the entire York community in the campaigns.
- Safe behaviors should be reinforced through policies and safety standards throughout the University.
- The broader global social climate can contribute to concerns about safety amongst diverse communities and the department should work with others to undertake initiatives aimed at promotion of inclusion and prevention of hate-related crimes and incidents.
- There are discussions taking place on campuses around the globe regarding the tensions between freedom of expression, safety and hate speech. It is important to acknowledge this tension and identify mechanisms for respectful conversations on polarizing issues.
- Organizations/officials with a mandate for safety such as the Community Safety Council, the Joint Health and Safety Committees, and safety officers play an important role and the department should continue to link with them to ensure that safety initiatives are coordinated.
- Although the department’s services relate to York’s campuses only, community members are interested in the safety of adjacent neighbourhoods in cases where there may be an impact on community members living in or traveling through those areas.

1.1

What we will do

- We will work with community partners in developing and implementing educational materials and campaigns aimed at engaging the entire York community in prevention.
- The materials and campaigns will provide information to help community members maintain their personal safety, and to guide them in intervening appropriately when witnessing expressions of social discrimination or hate, or when witnessing behaviours that may have a negative impact on the physical safety of other community members.

- We will work collaboratively with other departments, faculty and student groups to continue to promote inclusion and challenge acts of racism including anti-Black racism, anti-Semitism, Islamophobia, and colonialism, as well as, ableism, homophobia, transphobia, misogyny and all other forms of intolerance or hate.
- We will support educational events in collaboration with other York community members to promote safety education that incorporates social and physical dimensions of safety.
- We will continue to provide safety planning for events at York, and work with York community members to promote respectful conduct and dialogue where there are contentious safety issues.
- We will work with other departments to ensure that policies and standards reinforce safe behaviors, and that community members are aware of the consequences of behaviors that jeopardize social or physical safety.
- We will coordinate with the Community Safety Council, Human Resources and Joint Health and Safety Committees and other bodies and officials with a safety mandate to ensure prevention efforts are coordinated.

Key Outcomes

Everyone sees safety as their business and takes personal responsibility for keeping York safe.

When community members witness a potentially unsafe situation they know what to do and what to say to intervene safely and effectively.

The York community is actively involved in promoting inclusion and speaking up against discrimination and hate.

Exceptional contributions to safety are recognized and celebrated.

- We will work with other departments and external partners to support safety in neighbourhoods adjacent to York’s campuses.
- We will develop and implement a York safety award program to recognize exceptional contributions to safety on York’s campuses and to encourage crime prevention.



DID YOU KNOW?

The department trains over 200 Emergency Response Wardens each year.

GOAL 1.2

To increase awareness about the broad range of services and supports available to prevent or mitigate safety incidents.

What we heard from participants in the consultations

- The community is not always aware of the safety related services and supports that are available on York’s campuses.
- Process maps should be developed for accessing services and supports related to a wide range safety incidents, such as: medical emergencies, sexual assaults, fire, lockdowns, thefts, threats, fraud etc.
- Information should be included on how to access the department’s safety planning services for individuals or groups with social safety concerns.
- Information should also be provided on the various processes within the University for reporting and filing complaints about social safety related incidents.
- Information about safety services and procedures should be broadly shared with the community using a wide range of communication channels (e.g. posters in classrooms, stickers at elevators, face-to-face training programs, webinars, tabling, orientation packages for new students and employees, social media, websites, the Safety App, LCD screens, Y-File).
- Targeted approaches are needed to reach out to commuter students and to part-time staff and faculty, who may be more difficult to reach given their limited time on the

campuses. Also, approaches to disseminating information should take into consideration the needs of people with disabilities, and people who are d/Deaf or Hard of Hearing.

- All information should be available in both English and French and in accessible formats.

What we will do

- We will make information on all types of safety services and complaints processes available through multi-modal delivery channels and include process maps where appropriate. This will include outreach to commuter students and part-time faculty.
- Materials and training will be made available in both French and English, and in accessible formats.

Key Outcomes

Information on safety services and supports is widely available and in formats that are accessible to diverse community members.

Community members know how to access the safety services that they need to prevent safety incidents or mitigate the impact.

GOAL 1.3

To create a physical environment that supports safety.

What we heard from participants in the consultations

- It is important to ensure that the physical structures on our campuses are inviting, pedestrian friendly and support safety from an accessibility and inclusion lens.
- Physical structures (e.g. walkways, lighting systems) and equipment (e.g. door locks, cameras, emergency phones, PA systems, LCD screens, accessibility buttons on doors) must be in good condition for safety purposes.
- The department should continue to report any potential safety issues to Facilities Services, which is responsible for maintenance and repairs.
- While all safety related maintenance and repairs are important, priority should be given to those associated with the safety needs of people with disabilities, or who are d/Deaf or Hard of Hearing.
- There should be enhanced signage so that community members know where to call to report safety equipment that is broken, and community members want follow-up information on the completion of the repairs.
- When possible, safety equipment should incorporate advances in technology (e.g. in CCTV camera systems).

1.3

- Safety should be addressed proactively in all infrastructure projects.
- Immediate priorities for capital investments include the safety-related infrastructure at the Glendon campus, and the enhancement of the perimeter access controls migration on the Keele campus.
- While there is support for the new perimeter access controls at Keele campus, community members would like to access some buildings that are used as shortcuts at night and in poor weather conditions.

What we will do

- We will continue to regularly monitor equipment and structures (e.g. cameras, lighting, emergency phones, PA systems, door access controls, accessibility buttons on doors, signage, snow/ice removal), and notify Facilities Services of any safety related maintenance or repairs required.
 - We will work with other departments to increase signage on safety-related equipment that is being repaired and on where to call for repairs.
 - We will also work with other departments on mechanisms for communicating timelines for safety-related repairs where possible.
 - The department will report on a priority basis safety equipment repairs required for people with disabilities and people who are d/Deaf or Hard of Hearing.
- We will work with other departments to complete perimeter access controls enhancements on the Keele campus.
 - We will examine options for pedestrian safety along with other university departments.
 - We will work with other departments to invest in an expansion of safety infrastructure at Glendon campus.
 - We will undertake a review of the CPTED program to determine service delivery options.
 - We will work with other departments to plan community safety services for new infrastructure projects.
 - We will work with other departments to complete the migration from analog to digital cameras on the Keele and Glendon campuses.

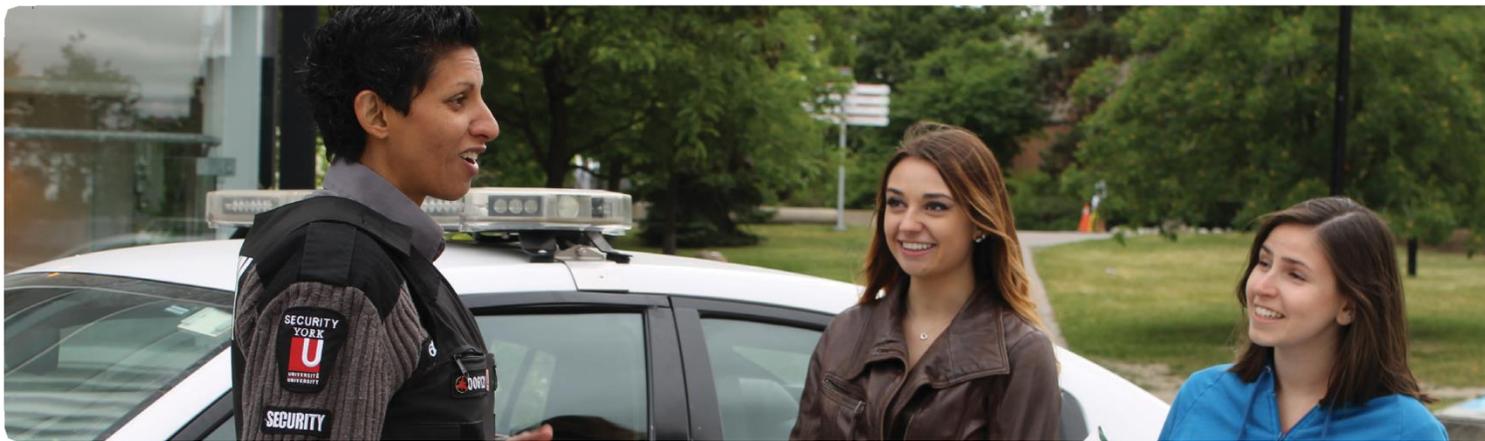
Key Outcomes

The physical structures and equipment at York effectively support the safety of all community members.

Physical safety needs and equipment are monitored and tracked on an ongoing basis.

Repairs are triaged based on safety risks and accessibility needs.





2 Nimble and Supportive Response

GOAL 2.1

To ensure that the department and community members are equipped to respond effectively to safety incidents.

What we heard from participants in the consultations

- Safety-related training is taking place throughout the University through various departments and faculties. To ensure consistency and alignment, the Community Safety Department should develop an inventory of existing safety related training programs and share it with the Community Safety Council with a view to identifying any gaps or opportunities for collaboration.
- The new subway stations on Keele campus property may have an impact on the types of safety incidents that occur, and this will need to be carefully monitored.

- The University’s Emergency Policy (2004) and Emergency Plan (2013) should be reviewed and updated regularly to reflect emerging best practices, as well as, changes in staffing or in the broader environment.
- Training and simulation exercises should be held on a regular basis to help the department and community members prepare for emergencies.
- Training should be in a variety of formats (e.g. on-line, in person, materials in classrooms) for easier access, and tailored to meet the needs of groups being trained.
- The University’s emergency notification systems should be streamlined and updated to incorporate advances in technology that enable a coordinated response.

What we will do

- We will develop an inventory of existing safety related training programs available through Community Safety and other departments to identify and act on any gaps. This inventory and gap analysis will be shared with the Community Safety Council.
- We will continue to provide emergency preparedness in person training, and will develop on-line training resources and materials for classrooms for easier access and tailored to meet the needs of groups being trained.
- Training will be available in French and English and in accessible formats.
- We will continue to work with the TTC, police and the university community in planning to ensure that roles are clear and that our efforts are coordinated in responding to safety related to

2.1

the new subway stops on Keele campus.

- We will conduct structured threat assessment exercises and encourage participation of community members.
- We will work with other departments to review the University Emergency Policy and the Emergency Plan.
- In collaboration with other departments we will determine options for streamlining and digitizing emergency notification systems.

Key Outcomes

Maximum use is made of existing safety training resources across the University and any gaps are identified.

Training programs meet the diverse needs of York community members.

Emergency notification systems are efficient and effective.

Community members know what to do to respond effectively in unsafe situations, and responses are coordinated within the University and with external safety services.

GOAL 2.2

To ensure that safety services are community-centred, trauma informed, responsive and accessible to the needs of diverse populations teaching, living, working and studying on York’s campuses.

What we heard from participants in the consultations

- The extensive training that the department’s staff members receive on a wide range of topics is commendable. Community members should be made aware of the expertise within the department by posting information on the department’s website about the training staff receive including information on the internal and external organizations that provide this training.
- To ensure a community-centred approach, the Community Safety department’s staff training should continue to give priority to topics such as: reconciliation with Indigenous peoples; diversity; inclusion; intersectionality; mental health and addictions; sexual violence; responses to people with disabilities and to people who are d/Deaf or Hard of Hearing; customer service and de-escalation skills.
- The demographics of the department should continue to reflect the York community to build relationships and understanding of the lived experiences of community members.

- Being healthy and feeling safe is essential to providing safety services. As first responders, staff members are exposed to difficult or stressful situations, which may lead to vicarious trauma and/or critical incident stress. Continue to ensure that staff members are aware of the services that are available, and are supported in accessing them.
- The department should develop and disseminate written policies and procedures related to a range of subjects, such as: requests by security staff for student IDs; CCTV camera use; security staff responses to people with mental health or addiction problems; and security staff responses once cannabis is legalized. These types of policies and procedures have implications beyond the department, and the York community should be consulted.

DID YOU KNOW?

There are over 800 CCTV cameras around campus.

2.2

- Community members have raised issues regarding homelessness. They recognize that homelessness is a complex social issue, and recommend that the department work with others on campus to develop new policies and procedures for addressing this issue.
- Safety practices should be coordinated across York’s campuses including with businesses that operate in leased spaces on York’s campuses.
- Community members would like more information about the actions taken when safety incidents are reported to the department.
- Community members would like an increased presence of goSAFE and security staff at night during exams.
- The department’s Why Work Alone program should be reviewed with a view to identifying options for supporting community members working alone late at night on campus.
- Community members would like stops to be added to the shuttle services late at night.
- We will continue outreach to ensure a diversity of candidates in staffing the department.
- We will work with Human Resources to continue to evolve our culture of care and support, by identifying and providing any additional supports first responders within the department may need to recover from vicarious trauma.
- We will work with other departments and external partners to develop policies and procedures, related to the subjects raised during the consultations, and we will ensure that they are disseminated widely.
- We will seek opportunities to work with third party businesses operating on campus with a view to coordinating safety services.
- We will increase the capacity of the department to provide services in French at Glendon campus.
- We will develop and implement tracking mechanisms to ensure that information on what has been done in response to safety incidents is communicated where appropriate and possible.
- We will take steps to address concerns about feelings of safety at night by further publicizing goSAFE services, and by ensuring that goSAFE and security patrols are synced with peak use times (e.g. evening exams).
- We will review and revitalize the Why Work Alone program.
- We will work with Transportation Services to identify opportunities to improve services.

What we will do

- We will continue to collaborate with internal and external partners in providing ongoing training to the department’s staff to equip them with the knowledge to meet the needs of York’s diverse community. We will make information available to the community through our website about the diverse skills, experiences and training of our staff.

Key Outcomes

Community members are satisfied with the services that they receive from the department, and with the timeliness of information that they receive about the department’s response to their requests for services.

Community members receive consistent high-quality safety services and supports that are responsive to their unique needs.

Policies and procedures related to community safety are effectively developed and disseminated with community input.

When needed, York’s first responders access the trauma-informed services available to help them recover from situations that they witness or experience on the job.



GOAL 2.3

To take a risk-based approach to safety that includes identifying and mitigating risks based on physical and social threats, and prioritizing resources where risks are highest.

What we heard from participants in the consultations

- Research indicates that risk-based approaches should be undertaken when planning and delivering safety programs.
- Risk assessment is important in facilitating collaboration to support people at risk of violence.
- Formal risk assessment training programs are needed to help York community members and external partners respond effectively to these situations.

What we will do

- We will train our staff to utilize risk assessment tools when delivering safety services.
- We will work with relevant departments and external partners to develop response protocols and to implement associated training programs.



Key Outcomes

Staff effectively identify risks when planning and delivering safety services.

Safety interventions are collaborative, timely and effective reflecting what is known about best practices.

DID YOU KNOW?

All security staff have been trained to a CPR/AED Health Care Provider level, that's equal to a fire fighter.



3 Effective and Timely Communications

GOAL 3.1

To ensure that timely information is made widely available about safety incidents as well as about the relative safety of York’s campuses.

What we heard from participants in the consultations

- York is safer than public perceptions and more needs to be done to promote a realistic perspective of safety.
- Safety bulletins should continue to be issued in situations where there is an ongoing risk to the community. All communication channels should be used to distribute safety bulletins to ensure no one is missed, including health and safety committees.
- Bulletins should include information on the actions that are being taken to address the situation, what supports are available to community members who may experience stress, and when feasible, provide updates and information on outcomes.
- Other mechanisms in addition to bulletins should also be considered to get safety information out to the community quickly, to avoid the risk of misinformation being communicated through social media or other sources.
- A comprehensive communications strategy is needed to promote accurate perceptions of safety at York. The strategy should highlight the many steps that York has taken to ensure safety, as well as, provide data on the relative safety of York’s campuses.
- There also should be a strong student voice on campus with respect to safety. The department should engage students in safety issues, and promote peer-to-peer approaches to communications where feasible.
- The department should promote positive stories about its services and programs and safety at York.

What we will do

- We will work with Communications and Public Affairs to develop a communications strategy to increase awareness, understanding and support of campus safety at York University.
- We will develop and implement a cohesive, streamlined notification process on safety issues.
- Communications will include information on actions being taken, supports available, and when appropriate, updates and information on outcomes. Additional mechanisms will be considered for getting information to the community quickly through social media or other sources.
- We will also proactively communicate positive experiences of safety at York during Community Safety Week and at other times throughout the year.

Key Outcomes

York community members continue to have access to information about safety incidents, what is being done in response, and the community supports available.

Community members are satisfied with the content and timeliness of information that they receive.

There is increased awareness within York and externally about positive experiences of safety at York, and the many initiatives undertaken to maintain a high level of safety.



DID YOU KNOW?

Lighting, emergency phones and automated door openers are checked by student staff weekly.



4

Evaluation and Continuous Improvement

GOAL 4.1

To ensure that the department's programs and services are effective in responding to the diverse needs of the York community.

What we heard from participants in the consultations

- There is a need to collect baseline data to measure improvements in safety and perceptions of safety over time.
- Data collected should be both quantitative and qualitative, and include information on the community's use of and satisfaction with safety services.
- Data collected should be disaggregated by demographic factors, where possible, so that an intersectional analysis can be undertaken of any variations in the experiences of various populations on York's campuses.
- It is important to share results with the York community on a regular basis so that adjustments can be made over the course of the three-year Strategic Plan.
- Given the relatively smaller size of the Glendon campus, a separate process should be put into place to ensure ongoing input from the Glendon community.
- The Community Safety Council is an important vehicle for obtaining input from across the University and the Community Safety Department should work closely with them.

What we will do

- We will compile quantitative and qualitative data at regular intervals to assess and refine safety programs and services. This includes development of baseline data and monitoring over the three years of the Strategic Plan.
- When self-identification is possible and privacy can be protected, we will disaggregate data so that it is meaningful for different populations on campus and can be used to identify and respond to issues or concerns.
- We will provide annual updates to the community on the progress of the strategy and make refinements in consultation with the community.
- We will work with other departments to support a Glendon Community Safety Working Group to address identified safety needs on that campus.
- We will work with the Community Safety Council to define the role of the department in relation to the Council.
- We will make information available to the community on mechanisms for bringing forward ideas and concerns.

4.1

Key Outcomes

The department and community members have the information that they need to assess the progress made on the Strategic Plan goals and priorities.

The department's services and programs are continuously improved based on data and community feedback.

The Community Safety Council is effectively supported by the department.



DID YOU KNOW?

The department is a major supporter of Orientation Week, promoting safety and security for all students starting their first year.



TRADITIONAL LAND ACKNOWLEDGMENT

York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, the Huron-Wendat, and the Métis. It is now home to many Indigenous Peoples.

We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation.

This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region.

QUESTIONS AND COMMENTS

The Community Safety Department welcomes questions and comments about its services and strategic plan.

Contact us by phone at **(416) 650-8000**
or by email at **safety@yorku.ca**