

THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

25 JANUARY 2012

2014-2016 Business Plan Development Strategy

RECOMMENDATION

1. That the Board approve the 2014-2016 Business Plan Development Strategy pursuant to the Board's Framework for Business Planning Policy No. 03/10.

SYNOPSIS

In compliance with the *Police Services Act*, Regulation 3/99, York Regional Police and The Regional Municipality of York Police Services Board are currently preparing for the next business planning cycle in recognition that it is an ongoing process. This report outlines the proposed strategy for the development of the new 2014-2016 Business Plan.

The proposed business planning process described herein is consistent with the requirements of Board Policy 03/10 Framework for Business Planning. A more detailed description of the proposed Business Plan activities is described in Appendix A. The 2014-2016 Business Plan will outline our policing priorities in years to come and will be developed through extensive research and consultation with our Police Services Board, the residents of York Region, its elected officials, our community partners and members of York Regional Police. We are confident that we can build on our successes and meet the challenges ahead to continue making a positive difference in our communities.

FINANCIAL IMPLICATIONS

The costing estimates for the 2014-2016 Business Planning process totals \$42,000. The 2012 portion of \$10,000 has been included in the 2012 Operating Budget approved at the Board's October 26, 2011 meeting. The remaining 2013 cost estimates will be included with the tabling of the 2013 Operating Budget anticipated at the Board's September 19, 2012 meeting.

BACKGROUND

In accordance with section 31(b) of the the *Police Services Act*, the Police Services Board shall generally determine after consultation with the Chief of Police, objectives and priorities with respect to police services. In addition, Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services, Section 30, requires every board to prepare a business plan at least once every three years that addresses the following:

- 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:
 - the police service's provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - community satisfaction with police services;
 - emergency calls for service;
 - violent crime and clearance rates for violent crime;
 - property crime and clearance rates for property crime;
 - youth crime and clearance rates for youth crime;
 - police assistance to victims of crime and re-victimization rates; and
 - road safety;
- information technology;
- police facilities; and
- resource planning.

Furthermore, Section 32(2) of the *Police Services Act*, Regulation 3/99 requires a board to consult with its municipal councils, school boards, community organizations and groups, businesses and members of the public during the development of the Business Plan.

2014-2016 BUSINESS PLAN DEVELOPMENT

The York Regional Police business planning process is undertaken in accordance with Police Services Board Policy No. 03/10 and York Regional Police Procedure AI-001, Framework for Business Planning. The approach taken to develop the 2014-2016 Business Plan will be similar to the methodology utilized for development of the 2011-2013 Business Plan. A comparison of the 2011-2013 Business Plan Consultation Strategy to the proposed 2014-2016 Business Plan Consultation Strategy is outlined in Appendix B. It will build on the successes we have achieved and reflect the needs of the community and our members.

CORNERSTONE CHAMPIONS/STEERING COMMITTEE

The Business Plan Steering Committee is comprised of the York Regional Police Executive Command Team, The Regional Municipality of York Police Services Board Executive Director, Senior Command representing the Cornerstone Champions and Alternates, the Superintendent of Executive Services, the Inspector of the Strategic Services Bureau and members from the York Regional Police Planning and Research Unit.

For the development of the business plan, the four Cornerstones of Success are assigned Champions and Alternates, each from the Senior Officer ranks. Each Champion is responsible for the development and implementation of the goals and objectives in their Cornerstone, reporting monthly at the Staff Leadership Meetings and providing regular written reports to the Planning and Research Unit. The use of Cornerstone Champions enhances awareness and participation in the Business Planning process and implementation of the plan both at the Senior ranks, and throughout the organization.

CONSULTATION STRATEGY

We will use a comprehensive consultation process for development of the 2014-2016 Business Plan, consistent with the previous business plan cycles. The significant components of our consultation strategy include the following:

Surveys

- **Community Survey** - A survey will be distributed to randomly selected residences across York Region. This survey will be benchmarked against previous community surveys.
- **Business Survey** - This survey will be distributed to randomly selected business owners across York Region. This survey will be benchmarked against the previous business survey.
- **Member Survey** - An online survey will be made available to all members of York Regional Police. This survey will be compared to previous member surveys.
- **Member Mini-Surveys** – A series of online mini-surveys will be made available to members of York Regional Police to assess areas of concern identified by the 2010 Member Survey and 2011 National Work-Life Balance Survey.
- **Website Survey** – An online survey will be posted on the York Regional Police website in 2012 to elicit feedback from residents on general policing priorities.

Open Forum Town Hall Sessions

The Planning and Research Unit will organize two open forum town hall sessions to address priorities and concerns of community members. One forum will take place in the north-end of the Region and the second forum will take place in the south-end.

Business Planning Workshop

The Planning and Research Unit are proposing to develop a one-day Business Planning Workshop with our policing partners. Representatives from the following groups will be invited to attend, including, but not limited to:

- Regional and Municipal Councils
- City Managers
- York Regional Police Crime Prevention Committee
- Regional Municipality of York Department Heads
- York Region School Boards
- Public Health

- Community Support and Victim's Assistance Agencies
- Traffic Safety Partners
- Hospitals
- Fire Departments
- EMS
- Municipal By-Law Departments
- Courts
- Probation/Parole

Community and Member Focus Groups

There were a total of 17 focus groups conducted during the 2011-2013 business planning consultation process. We are proposing that 20 focus groups be conducted during the upcoming Business Plan cycle, including the following:

- York Regional Police Community Advisory Committee (1)
- York Regional Police District Community Liaison Committees (5)
- A cross-section of York Regional Police members and volunteers (10)
- "Open Space" Session on Community Engagement with Our Diverse Communities – various community members and partners (1) – completed on October 20, 2011
- York Regional Police Senior Officers – focusing on Community Engagement with Our Diverse Communities (1) – completed on November 16, 2011
- Senior's and Persons with Disabilities (1)
- Youth (1)

Ongoing Consultation

There are several ongoing initiatives that are conducted by York Regional Police. The input and feedback from these sessions will be utilized to develop goals and objectives. They include:

- Chief's Breakfast Meetings with our members
- Front Desk/Customer Service Comment Cards
- Paid Duty Surveys
- Executive Command Team attendance at Annual Requalification sessions

Engaging Municipal Councils

To enhance our consultations with municipal councils and ensure that the needs of their constituents are considered, the Planning and Research Unit will work with District Superintendents to engage city managers and municipal councils in our business planning process.

Engaging Citizens through Social Media

Our aim is to enhance our consultation methods, and engage specific segments of the population such as the youth of York Region that we may not be able to reach through our traditional consultation methods, by utilizing social media throughout the business planning process.

ENVIRONMENTAL SCAN

The Environmental Scan is a comprehensive research document that considers a vast array of research, statistics and trends that may influence our community and the services we provide. The Scan outlines research on trends in policing, crime patterns, regional growth and demographics, transportation and infrastructure, immigration and migration patterns, economic and socio-economic influences in Canada, Ontario and York Region. The research gathered in the Environmental Scan is used in considering priorities and programs for York Regional Police and the establishment of both short and long term goals.

TIMELINES

Activities for the 2014-2016 Business Plan process have already begun and will continue over the next two years. By the end of 2013, the draft 2014-2016 Business Plan will be presented to the Police Services Board for final consultation and approval. It is expected that the final copy of the 2014-2016 Business Plan will be approved and disseminated to the public by February 2014, in accordance with the Board's Protocol for the Sharing of Information. More detailed timelines are provided in Appendix A.

Eric Jolliffe M.O.M., BA, CMM III
Chief of Police

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Appendix A: Detailed 2014-2016 Business Plan Development Strategy with Timelines

Appendix B: Comparison of the 2011-2013 Business Plan Consultation Strategy to the
2014-2016 Proposed Business Plan Consultation Strategy