



WATERLOO REGIONAL POLICE SERVICES BOARD POLICY

Policy Number: 058

Framework for Business Planning

Effective Date: 2001-07-11

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Policy of the Board

1. It is the policy of the Waterloo Regional Police Services Board with respect to business planning that:
 - a. This Board, in partnership with the Chief of Police, will prepare a strategy for the development of the business plan, consistent with the requirements of the Adequacy Standards Regulation (including the protocol with municipal council), that will include consultation on:
 - i. an environmental scan of the community that highlights crime, calls for service and public disorder trends within the community;
 - ii. the results achieved by the Service in relation to the business plan currently in effect;
 - iii. a summary of the workload assessments and service delivery evaluations undertaken during the existing business plan cycle;
 - iv. the Board's proposals with respect to the Service's objectives, core business and functions, and performance objectives and indicators for the ten functions set out in the Adequacy Standards Regulation, including:
 - the Service's provision of community-based crime prevention initiatives;
 - community patrol;
 - criminal investigation services;
 - community satisfaction with the Service;
 - 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;
 - road safety; and

- v. the estimated cost of delivering adequate and effective police services to meet the needs identified in the draft business plan.
- b. This Board, in partnership with the Chief of Police, will consider when developing the performance objectives, factors such as:
 - i. the Service's existing and/or previous performance, and estimated costs;
 - ii. crime, calls for service and public disorder analysis and trends, and other social, demographic and economic factors that may impact on the community;
 - iii. the type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;
 - iv. the availability of measurements for assessing the success in achieving the performance objectives; and
 - v. community expectations, derived from the consultation process, community satisfaction surveys, and victimization surveys.
- c. The business plan will include the estimated cost projections for implementing the business plan for each year that the plan covers.
- d. This Board, in partnership with the Chief of Police, will include in the business plan an information technology plan that:
 - i. is based on an evaluation of the Service's information technology needs, including its capacity to electronically share information with other agencies, organizations and community groups;
 - ii. requires the periodic review of key business processes, practices and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
 - iii. addresses information technology acquisition, updating, replacement and training.
- e. This Board, in partnership with the Chief of Police, will include in the business plan a police facilities plan that, at minimum, ensures that the Service maintains one or more police facilities that are accessible to the public during normal working hours, and that during all other hours public telecommunications access to a communications centre.
- f. The Chief of Police should review and report back to the Board, at least once every business cycle, on whether:
 - i. all police facilities:
 - meet or exceed provincial building and fire codes;
 - have sufficient space for the efficient organization of offices and equipment;
 - be adequately heated, ventilated, illuminated and, where appropriate and practical, air conditioned, when in use;

- have lockers, separate change area, if members are required to change at the workplace, and washroom facilities, and where appropriate and practical, shower facilities; and
 - have appropriate security measures and communications;
- ii. members of the police service have available:
- appropriate and secure working, records and equipment storage space; and
 - separate or private areas for interviewing purposes; and
- iii. the police service's lock-up facilities meet the following requirements:
- the minimum cell size is 7' x 4'6" x 7' high;
 - fire extinguishers are secure and readily available in the lock-up area, but out of reach of the person in custody;
 - smoke and heat detectors are installed in the lock-up area;
 - toilet facilities are provided in each lock-up;
 - no unsafe conditions exist, including means of attaching ligatures;
 - first aid equipment, including airway devices for mouth to mouth resuscitation, are readily available;
 - lock-ups are separate from public view;
 - confidential interviews with legal counsel can be accommodated;
 - a proper area for prisoner processing is provided;
 - cell keys are in a secure location and master or duplicate keys are readily available;
 - the area where prisoners are processed and/or searched is well illuminated, secure and has no hazardous conditions present;
 - compliant with the Service's policy and procedures with respect to communicable diseases; and
 - a means of constantly communicating with the main desk area and/or the communications centre is available.
- g. Where it is determined that the police facilities do not meet the requirements in d (i), (ii) and (iii), the Chief of Police should prepare a plan for the Board that sets out options and costs in order to meet the requirements.
- h. The Chief of Police will:
- i. implement a resource planning methodology that is either automated or manual, and which takes into account the business plan and existing demands for service; and

- ii. at least once every business cycle, undertake and report back on workload assessments and service delivery evaluations for the following areas:
 - crime prevention;
 - law enforcement, including separate assessments and evaluations for the service's community patrol, communications and dispatch, crime analysis, criminal intelligence, criminal investigation and investigative supports functions;
 - providing assistance to victims;
 - public order maintenance; and
 - emergency response services for the six functions identified in section 21(1) and 22 of the Adequacy Standards Regulation.
- i. In assisting the Board with its obligations under the Protocol for the sharing of information, the Chief shall:
 - i. provide the Regional Clerk with notice of any public meetings, or other consultation processes scheduled by the Board for the development of a business plan;
 - ii. provide Regional Council with an opportunity for input into the development of a business plan;
 - iii. provide the Regional Clerk with a copy of the Police Service's business plan no later than 30 days following completion;
 - iv. make the business plan available to the public no more than 30 days following it being released to the Regional Clerk; and
 - v. establish a process for communicating the business plan to members of the Service.