

FRAMEWORK FOR BUSINESS PLANNING POLICY

Policy No: 03/10
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Policy Statement

The Regional Municipality of York Police Services Board (“the Board”) and the York Regional Police are committed to providing quality policing to the citizens of York Region. The development of a sound Business Plan that reflects the needs of our growing communities and of the York Regional Police is fundamental to the effective delivery of quality policing.

It is the policy of the Board to establish a framework for business planning that is consistent with the guidelines provided by the former Ministry of the Solicitor General in its Policing Standards Manual (2000).

The key components of the Board’s business planning framework include a consultation strategy, measurable performance objectives, an information technology plan, a police facilities plan, a resource planning methodology, and a communications plan.

Policy requirements set out in this document shall form part of the Police Services Board Policy Manual and the Chief of Police shall comply with these requirements in directing the York Regional Police.

1. Application and Scope

This policy applies to the Board and the York Regional Police.

2. Purpose

To provide the Board and the York Regional Police with a co-operative framework for business planning that is consistent with provincial government guidelines.

3. Statutory Authority

Section 30(1) of the Adequacy Standards Regulation requires a Police Services Board to prepare, at least once every three years, a Business Plan that addresses:

- the objectives, core business and functions of the police service, including how it will provide adequate and effective police services;
- quantitative and qualitative performance objectives and indicators relating to:
 - 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.

In addition, Section 32(1) requires a Board to enter into a protocol with Municipal Council that sets out the dates by which the Business Plan should be provided to Municipal Council, the responsibility for making it public, and if Municipal Council chooses, jointly determining and participating in the consultation processes for the development of the Business Plan.

Furthermore, section 32(2) requires a board to consult with its municipal council, school boards, community organizations and groups, businesses and members of the public during the development of the business plan.

4. Consultation Process

The 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 and the *Protocol For The Sharing of Information Between The Regional Municipality of York Police Services Board and the Regional Municipality of York* that will include consultation with its municipal council, school boards, community organizations and groups, businesses and members of the public on:

- a) an environmental scan of the community that highlights crime, calls for service and public disorder trends within the community;
- b) the results achieved by the police service in relation to the business plan currently in effect;
- c) a summary of the workload assessments and service delivery evaluations undertaken during the existing business plan cycle;
- d) the Board's proposals with respect to York Regional Police objectives, core business and functions, and performance objectives and indicators for the eight functions set out in the Adequacy Standards Regulation; and
- e) the estimated cost of delivering adequate and effective police services to meet the needs identified in the draft Business Plan.

5. Performance Objectives

The Board, in partnership with the Chief of Police, will consider the following factors in developing performance objectives:

- a) the York Regional Police organization's existing and/or previous performance, and estimated costs;
- b) crime, calls for service and public disorder analysis and trends, and other social, demographic and economic factors that may impact on the community;
- c) the type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;
- d) the availability of measurements for assessing the success in achieving the performance objectives; and

- e) community expectations, derived from the consultation process, community satisfaction surveys, and victimization surveys.

The Business Plan will include the Operating and Capital Budgets and estimated cost per capita for each year that the plan covers.

6. Information Technology

The Business Plan will provide an overview of planned information technology initiatives for the three years of the Plan and, as a separate document, produce an information technology plan that:

- a) is based on an evaluation of York Regional Police's information technology needs, including its capacity to electronically share information with other agencies, organizations and community groups;
- b) 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
- c) addresses information technology acquisitions, updating, replacement and training.

7. Police Facilities

The Business Plan will provide an overview of planned police facility initiatives for the three years of the Plan and, as a separate document, produce a police facilities plan that, at minimum, ensures that the police 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.

The Chief of Police shall conduct a quality assurance review of police facilities at least once every business cycle and shall report back to the board in accordance with the requirements of sections 6 and 7 of the Provincial Adequacy Standard A1-001 Framework for Business Planning (Sample Board Policy).

8. Resource Planning

The Chief of Police will:

- a) 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
- b) at least once every business cycle, undertake and report back on workload assessments and service delivery evaluations for the following areas:
 - i) crime prevention;
 - ii) law enforcement, including separate assessments and evaluations for the York Regional Police community patrol, communications and dispatch, crime analysis, criminal intelligence, criminal investigation and investigative supports functions;
 - iii) providing assistance to victims;
 - iv) public order maintenance; and
 - v) emergency response services for the six functions identified in Sections 21(1) and 22 of the Adequacy Standards Regulation, i.e. *tactical unit, hostage rescue team, major incident commanders, crisis negotiators, police explosive forced entry technicians, and explosive disposal technicians.*

9. Communications Plan

The Board's approved Business Plan will be provided to Members of Regional Council in accordance with the *Protocol For The Sharing of Information Between The Regional Municipality of York Police Services Board and The Regional Municipality of York*. The Chief of Police will ensure the Business Plan is communicated to all members of the York Regional Police, and that it is available to the general public on the York Regional Police web site.

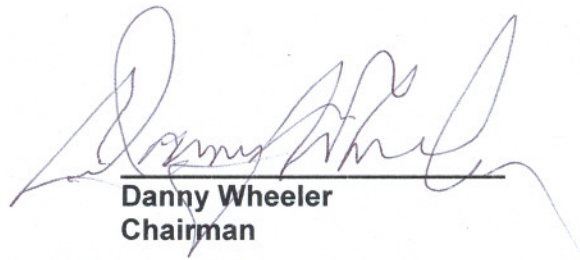
10. York Regional Police Staffing Plan

During every five-year period, the Chief of Police shall prepare a Five-Year Staffing Plan for the York Regional Police which shall include the following:

- the impact of York Region's population growth;
- changing Regional demographics;
- emerging global, national, provincial and local influences;
- public safety and policing challenges;
- demands for service;
- crime trends;
- infrastructure changes and growth;
- service delivery model;
- workload analysis;
- efficiencies;
- human resource factors;
- business plan goals;
- preferred practices;
- new program requirements; and
- community and staff feedback.



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