

Policy Type: **GOVERNANCE PROCESS**

Policy Title: **STRATEGIC BUSINESS
PLANNING**



The Board delegates to the Chief of Police the responsibility of developing a Strategic Business Plan in consultation with the Board that is consistent with the requirements of the *Police Services Act*, and the Adequacy Standards Ontario Regulation 3/99.

The Chief of Police shall ensure that a Strategic Business Plan is prepared at least once every three years. The Board will make the Strategic Business Plan available to Regional Council and the public no later than the first quarter of the year in which the plan commences. The Strategic Business Plan will be available in draft format six months prior to the plan being implemented to ensure alignment with the budgeting process.

Notwithstanding that the responsibility of developing the Strategic Business Plan has been delegated to the Chief of Police, the Board retains overall ownership of the Plan. The Board shall play an active role in the development of the Plan by participating in:

- a) the identification of performance objectives and indicators, and;
- b) consultations with regional council, school boards, community organizations and groups, businesses and members of the public.

Quarterly updates shall be provided to the Board as the Strategic Business Plan is drafted.

In establishing the performance objectives, factors such as the following will be considered:

- a) the police service'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 the community;
- c) the type of performance objectives, indicators and results being used in other 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 Strategic Business Plan shall address:

1. The strategic priorities and objectives, core business and functions of the police force, including how it will provide adequate and effective police services.
2. Quantitative and qualitative performance objectives and indicators relating to:
 - a. the police force's provision of community-based crime prevention initiatives, community patrol and criminal investigation services,
 - b. community satisfaction with police services,
 - c. emergency calls for service,
 - d. violent crime and clearance rates for violent crime,
 - e. property crime and clearance rates for property crime,
 - f. youth crime and clearance rates for youth crime,
 - g. police assistance to victims of crime and re-victimization rates, and
 - h. road safety.
3. Information and technology;
4. Resource planning,
5. Police facilities.

The Chief of Police shall prepare an annual report to the Board and public on Service achievements towards priorities and objectives outlined in the current Strategic Business Plan to be distributed no later than the second quarter of the year following the reporting period.