

# **The Regional Municipality of York Police Services Board**

Public Board Meeting  
November 24, 2021

Report of the Chief of Police

## **2023-2025 Business Plan Development Strategy**

### **1. Recommendation**

1. That the Board approve the 2023-2025 Business Plan development strategy pursuant to the Board's Framework for Business Planning Policy No. 03/10.

### **2. Summary**

In compliance with *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. This report outlines the proposed strategy for the development of the 2023-2025 Business Plan.

The proposed business planning process is consistent with the requirements of Board Policy 03/10 Framework for Business Planning. The 2023-2025 Business Plan will build on our current policing priorities and reflect anticipated changes in our future operating environment. It will be developed through extensive research and consultations that will include York Region residents and businesses, municipal councils, school boards, community-based partner organizations, policing partners and members of York Regional Police. We will continue to build on current achievements to ensure our citizens feel safe and secure through excellence in policing.

### 3. Background

#### ***POLICE SERVICES ACT REQUIREMENTS***

In accordance with section 31(b) of 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. 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.

The COVID-19 Pandemic has required us to make adjustments in our approach to consultations. Our traditional methods of conducting in-person internal and external consultations are limited due to pandemic restrictions, which require us to further rely on digital tools and platforms.

#### ***Community Safety and Policing Act Provisions***

The business plan development strategy will be impacted by new provisions incorporated into the *Community Safety and Policing Act* as it comes into force on proclamation by the Lieutenant Governor. The provisions related to the business plan include changing its name to strategic plan and a change in the life cycle from once every three years to once every four years. Other provisions related to additional required groups to consult with are not yet in effect but have been incorporated into the 2023-2025 Business Plan development

strategy. They include enhanced input from youth, members of racialized groups, members of First Nation, Inuit and Métis, and persons who appear to have a mental health condition.

## 4. Analysis

### CONSULTATION STRATEGY

A wide range of processes and tools will be used to develop the 2023-2025 Business Plan. Information will be gathered through extensive research and consultations with our community as well as our people. Significant components of consultations include:

#### Our Community

- **Local Residents** – A survey will be distributed to 12,000 randomly selected residences across all municipalities in York Region
- **Local Businesses** – A survey will be distributed to approximately 20,000 small businesses through the Strategic Economic Initiatives department of The Regional Municipality of York
- **Policing and Community Based Partners** – A survey will be distributed to policing and community based partners, including mayors, economic development leaders, social service providers, paramedic services, fire services, and hospitals
- **Other Community Groups** – Additional consultations will be conducted, in partnership with Community Services, including the Diversity Equity and Inclusion Bureau, using methods such as focus groups, workshops, and other activities. We will enhance our engagement with the community using social media outreach such as hosting a town hall using Twitter and Instagram Live events. Invitations will be sent to key stakeholders and messaging will be posted on all York Regional Police social media and digital platforms to advertise these events. Special focus will be placed on consultations with the following groups:
  - Youth/Young persons
  - Seniors
  - Indigenous persons (First Nation, Inuit, Métis)
  - Members of racialized groups
  - Persons who appear to have a mental health condition
  - Persons with disabilities
- **Secondary Data Sources** – Further to the consultations, we will consider data from reports and recommendations from the following sources:
  - York Regional Police Black Community Consultative Roundtable
  - York Regional Police 2SLGBTQ+ Community Consultative Roundtable
  - Region of York Community Safety and Well-being Plan
  - The Black Experience Project report
  - The Social Capital report
  - York Regional Police Customer Satisfaction Surveys
  - Other reports and recommendations as they become available

## Our People

- **Members** – Consultations will be conducted using a survey, town hall discussions and direct interaction by the Executive Command Team with sworn and civilian members of York Regional Police
- **Senior Officers** – A focus group will be conducted with senior officers of York Regional Police
- **Secondary Data Sources** – Further to the consultations, we will consider data from reports and recommendations from the following sources:
  - Member survey conducted by the Canadian Centre for Diversity and Inclusion
  - Internal working groups
  - Chief's Equity Advisory Committee
  - York Regional Police Internal Support Networks

## Environmental Scan

The Planning, Research and Evaluation Unit at York Regional Police will conduct a comprehensive environmental scan to identify changes and trends in our operating environment that may influence our community and the services we provide. Findings will be compiled in a research document and will include: 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 environmental scan will be used along with consultations to inform the development of objectives and actions of the 2023-2025 Business Plan.

## 5. Financial

The cost estimate for the 2023-2025 Business Plan development process totals \$28,775 before taxes and has been budgeted for in the 2021 Operational Budget. The majority of the costs are related to survey administration and associated printing and postage. York Regional Police will continue to utilize in-house resources and leverage technology to find cost efficiencies.

## 6. Conclusion

Activities for the 2023-2025 Business Plan have already begun and will continue over the next year. By the end of 2022, the draft 2023-2025 Business Plan will be presented to the Police Services Board for final consultation and approval. It is expected that the final copy of the 2023-2025 Business Plan will be approved and disseminated to the public by January 2023, in accordance with the Board's Protocol for the Sharing of Information.

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Accessible formats or communication supports are available upon request.

Jim MacSween, B.A.A.  
Chief of Police

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