

MEMORANDUM

To: York Regional Police Services Board and Chief MacSween
From: Mafalda Avellino, Executive Director
Date: Monday, January 23, 2023
Subject: Strategic Planning Session

PREPARATION

This note will help to prepare you for our strategy session on **January 30, 2023**. There have been significant changes in governance and policing across the province, and the expectations of the public have also changed in the last several years. This is our opportunity to collectively reflect on the progress, discuss the current challenges we face and explore the direction and results that the community is expecting from its Police Service. A new Strategic Plan will establish priorities and objectives for the Service, will set the roadmap for ensuring safety and security in our communities and will help the Board track YRP's progress on a number of goals and initiatives.

The facilitator has asked that the participants prepare for the session on our current state and **complete the pre-session homework** below.

The **purpose** of the session is to agree on the major elements of the strategy for the next three years (2023 – 2025). This is a pivotal step in our strategy development that will shape the dialogue in the coming months as we further refine our work. The specific **objectives** for the day are to:

- a. Create a compelling description of our future state and the results we want to achieve;
- b. Develop a purpose statement;
- c. Assess our current state (what is working, what is not, where can we improve, external opportunities and threats);
- d. Agree on 4-5 priorities for the next 3-4 years;
- e. Explore with the Chief and Deputy Chief initiatives for each of the priorities;
- f. Appreciate the resources required to achieve our objectives – are they achievable?
- g. Share next steps (what needs to happen in the next 60 days based on our work here)

Agenda

- 8.30 Coffee and muffins
- 9.00 Board Chair – opening comments/context
- 9.10 Agenda
- 9.15 Defining success
- 10.00 Current state (SWOT) (opportunities, risks threats) general trends
- 10.45 Priorities setting (part 1)
- 12.00 Lunch
- 12.30 Priorities setting (part 2)
- 1.30 Objectives and Initiatives
- 2.30 Resource Requirements
- 3.15 Check in on vision and purpose/mission
- 4.00 Next Steps (action plan development, metrics and monitoring framework etc)

Introduction to the Process

The workshop will be led by Erik Lockhart from Lockhart Facilitation and the Smith School of Business. Erik will use a network of laptops accessing software designed to support idea generation, idea consolidation, idea evaluation and planning. The tool supports, but does **not** replace, verbal interaction; typically 25% of interaction takes place on the computers. Advantages of using this process over a traditional workshop include: better idea generation and alternative evaluation; full and equal participation by group members; and automatic documentation of deliberations. Erik has facilitated over 2,800 strategy sessions across North America including many community-based boards.

Pre-Session Homework

- Review consultation reports (refer to the October 5 board meeting agenda Item 8.5)
- Survey and focus group data (refer to the October 5 board meeting agenda Item 8.5)

Please make notes on the questions below so we can “hit the ground running” on January 30. *Bring your notes to the session.* This is not meant to be onerous i.e. should take less than an hour. As you think about these questions, please keep in mind that the legislation requires that our focus is on the strategy, results and outcomes (the “what”) which is the board function and not the specific actions (the “how”) which is an operational function.

1. Our Purpose

What is the core purpose of the York Regional Police?

2. A desired future for police services in York Region

Our vision is “*to make a difference in our community*”. How do we know if we have achieved this?

Imagine it is 2027 and that we have been successful. What exactly would we have accomplished? What concrete results? Success for the York Regional Police means

3. Current state

Our internal Strengths... What we are known for...

What is the YRP really good at? What do we want to keep/maintain? What differentiates us from others? What do we do well that no one else in our community does well?

Needs & Weaknesses. What are the three major areas for improvement that must be addressed in order for us to be successful?

External Issues, forces, influences (what should be on our radar screen?)

What are the 2-3 important *opportunities* that YRP should be pursuing?

What are the 2-3 critical *challenges, risks, threats* that we must consider in our planning?

3. Key Priorities. On which 3-4 major areas should we focus our energies and resources over the next two years?

4. Measuring our Performance. What are the primary performance metrics that you would use to judge the success of the YRP?

5. Our Direction

Mission

We will ensure our citizens feel safe and secure through excellence in policing.
Is this still relevant?

Vision.

To make a difference in our community

Are these still relevant? If not, please come prepared to share some alternatives