

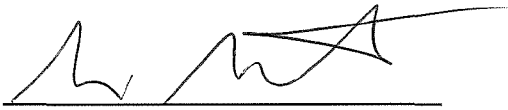
HAMILTON POLICE SERVICES BOARD

- RECOMMENDATION -

DATE: 2018 January 18
REPORT TO: Chairperson and Members
Hamilton Police Services Board
FROM: Eric Girt
Chief of Police
SUBJECT: *2019-2021 Business Planning Proposal*
PSB 18-005

RECOMMENDATION:

- a) That the Board approves the attached *2019-2021 Business Planning Proposal* to ensure compliance with the Adequacy Standards Regulation (O Reg 3/99 Sec. 30) in relation to business planning and public consultation.



Eric Girt
Chief of Police

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL – Costs for the 2019-2021 Business Plan were included in the Budget presentation approved by the HPS Board in December, 2017.

STAFFING – n/a

LEGAL – Compliance with the Adequacy Standards Regulation (O Reg 3/99 Sec. 30) to develop a Business Plan at least once every three (3) years.
Compliance with the Adequacy Standards Regulation (O Reg 3/99 Sec. 30) scanning initiatives will include councils, school boards, businesses, community agencies and members from the public.

BACKGROUND:

The Adequacy Standards Regulation (O Reg 3/99 Sec. 30) requires every Board, in partnership with the Chief of Police, to prepare a Business Plan for its police service at least once every three (3) years. As we have entered the final year of our 2016-2018 Business Plan we need to begin a Business Planning process now to develop our next plan.

In preparation for the 2019-2021 Business Plan and to ensure compliance with the Adequacy Standards Regulation, we will continue the Business Planning process with comprehensive environmental scanning initiatives. These will include public and internal consultations with major stakeholders from our community, members of our service and our volunteers.

In June 2018 major stakeholders will be brought together at a Business Plan Refit planning session to develop the 2019-2021 Business Plan. At that time, results of the scanning efforts will be referenced during the business planning process.

The enclosed proposal outlines the scanning and planning initiatives we intend to use to ensure a successful formulation and implementation of our 2019-2021 Business Plan.

EG/T. MacSween

Attachments: *2019-2021 Business Planning Proposal*

cc: Dan Kinsella, Deputy Chief – Community Policing
Jamie Anderson, Acting Deputy Chief – Field Support
Marco Visentini, Legal Counsel

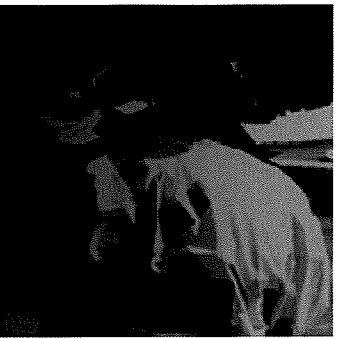


HAMILTON POLICE SERVICE

2019-2021

BUSINESS PLAN

www.hamiltonpolice.on.ca



BUSINESS PLAN REFIT PROPOSAL

This proposal outlines an action plan for the development of a new business plan for the Hamilton Police Service. The bulk of the work will be completed between January 1, 2018 and January 1, 2019. This action plan will help us create and articulate the objectives of our new 3-year plan and explain how we will implement our communication strategy. In addition, this report will outline timelines, budget and responsibilities for the next twelve months.

I. INTRODUCTION

The Adequacy Standards Regulation (O Reg 3/99 Sec. 30) requires every Board, in partnership with the Chief of Police, to prepare a business plan for its police service at least once every three years. Our 2016-2018 Business Plan will end this year and we therefore need to commence a business planning process to develop our next plan.

An integral part of the business planning process is a comprehensive environmental scan both internally and externally to identify factors that can influence our operations and administration. Our scanning methods will include internal and community surveys, a workload analysis, program evaluations and statistical analyses.

Upon gathering and analyzing the results, major stakeholders will be brought together to refit the 2016-2018 Business Plan. The stakeholders will work together to create a new business plan while being mindful of the challenges, triumphs and changes to our environment over the past three years. A lead facilitator will be hired to train the internal facilitation support team and lead the pre-planning conference and business plan refit session.

Throughout the scanning and business planning processes, members of our organization and our communities will be consulted and kept informed so we can achieve a holistic perspective. A communication strategy will be used to ensure the success of the business plan formulation as well as implementation.

II. OVERVIEW

We have entered the final year of our 2016-2018 Business Plan. A refit process must commence soon so we can develop a new plan that will guide our operations and administration to ensure we are in compliance with the Adequacy Standards Regulation. (O Reg 3/99 Sec. 30)

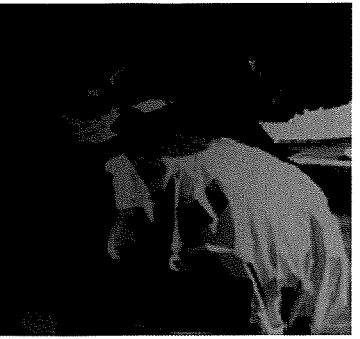


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III. OBJECTIVES

To achieve a new 3-year business plan and an accompanying communication strategy, the 2019-2021 Business Planning Proposal entails the following objectives:

1. To find out the current environment - environmental scanning, assessment of 2016-2018 Business Plan, review of mandate.
2. To consult our community and our members.
3. To identify the vision for the future.
4. To find out the gaps or strategic directions to get to the desired future state.
5. To set broad goals and performance measures for the organization to follow up with operational and administrative action planning.
6. To design and implement a robust communications strategy internally and externally.

IV. TERMS OF REFERENCE

1. The Professional Development Division will manage the environmental scanning and business planning projects.
2. Six Staff Sergeants/Supervisors and six Constables/Civilian Staff will be chosen and trained to provide facilitation support during the Business Plan Refit sessions. This will not only provide a great mentoring opportunity but also help to integrate our business planning and annual report process into all sections of the Service.
3. A lead facilitator (an outside resource with policing and current management knowledge and expertise) will be hired to train the internal resource team and lead the identified participants through a half-day pre-planning conference and a 2-day off-site planning session. This will ensure objectivity for our business planning and annual report process.
4. The Professional Development Division will provide a resource document to the planning participants that will contain a compilation of the environmental scanning processes.
5. Refit participants will attend a pre-planning conference to discuss policing implications.
6. During plenary sessions, the lead facilitator will guide the group with the assistance of trained internal facilitators.
7. All input will be processed by the Professional Development Division and coordinated into a final document - "*The Hamilton Police Service 2019-2021 Business Plan*".
8. The public and members of our service will be kept informed about the business planning process.
9. The final plan will be communicated to our members as well as the public.



V. ACTION PLAN

<u>ACTIVITIES</u>	<u>TIMELINES</u>	<u>ACCOUNTABILITY</u>
1. Initiate, define and delegate project	Sept. 1, 2017	Chief of Police
2. Activate project plan	Sept. 2, 2017	Professional Development (PDD)
3. Determine dates and location of Refit	October 25, 2017	Professional Development
4. Implement Community Survey	Dec. 2017 - Mar. 2018	Professional Development
5. Board approval of proposal	January 18, 2018	Police Services Board
6. Implement Member Survey	Jan. 19 - Mar 30, 2018	Professional Development
7. Identify Business Plan Refit participants	March 1, 2018	Board/Chief/Commanders
8. Publish scanning data	May 4, 2018	Professional Development
9. Evaluate 2016-2018 Business Plan	June 1, 2018	Lead Facilitator/PDD
10. Hold ½ day Pre-planning Conference	June 1, 2018	Refit Participants
11. Hold 2-day Business Plan Refit	June 7 & 8, 2018	Lead Facilitator/Participants
12. Process plenary data	June 22, 2018	Professional Development
13. Review and approve Business Plan	October 31, 2018	Chief of Police
14. Board approval of Business Plan	November 23, 2018	Police Services Board
15. Publish and distribute Business Plan	December 1, 2018	Professional Development
16. Implement 2019-2021 Business Plan	January 1, 2019	Chief/Commanders/Members

VI. RESOURCES

2018 BUDGET ESTIMATE

Environmental Scanning	\$3,000
▪ Member survey	
▪ Community survey	
Lead Facilitator	\$15,000
▪ Train facilitation support team	
▪ Lead ½-day pre-planning conference	
▪ Main lead 2-day Business Plan Refit	
Resource and Miscellaneous Items	\$1,000
▪ USB sticks for resource documents	
▪ Stationary	



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Room Rental and Food	\$9,000
▪ Plenary room for 100 people	
▪ 6 Break-out rooms	
▪ Food for participants, facilitators	
Business Plan Design and Printing	\$3,000
▪ Publish Business Plan	
<u>TOTAL</u>	<u>\$31,000</u>

REFIT PARTICIPANTS

EXPERIENCE / EXPERTISE

All members of the Police Services Board	Board governance & community perspective
Chief, Deputy Chiefs & CAO	Overall policing operations and administration
Divisional Commanders	Policing operations and administration
Representative from 2 Associations	Association perspectives
Representative from HPS	Sworn & Civilian
Representative from Councils	Community perspective
Representative from School Boards	Community perspective
Citizens Advisory Committee Members	Community perspective
Business Community Members	Business perspective
Community Agency Members	Community perspective
Facilitation support	In-house Facilitators (6 teams)
Lead Consultant	Outside resource with policing and current management knowledge and expertise