



Peterborough Police Service Board

Policy Framework for Strategic Planning 2026-AI-001

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1.0 Authority

- 1.1 Subsection 37 (1) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ("CSPA")* provides that a Board shall provide adequate and effective policing in the area for which it has policing responsibility as required by Section 10 of the CSPA;
- 1.2 Subsection 38 (2) of the CSPA provides that a Police Service Board may establish policies respecting matters related to the Police Service or the provision of policing;
- 1.3 Section 39 of the CSPA provides that a Police Service Board shall in accordance with the regulations, if any, prepare and adopt a Strategic Plan for the provision of policing;

NOW THEREFORE THE PETERBOROUGH POLICE SERVICE BOARD APPROVES AND ADOPTS THE FOLLOWING:

2.0 Definitions

In this Policy:

- 2.1 **“Act”** or **“CSPA”** means the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, and amendments thereto;
- 2.2 **“Board”** means the Peterborough Police Service Board;
- 2.3 **“Chief”** means the Chief of the Peterborough Police Service;
- 2.4 **“Member”** means a member of the Peterborough Police Service;
- 2.5 **“Ministry”** means the Ministry of the Solicitor General;
- 2.6 **“Municipal Council”** means the Municipal Council of the City of Peterborough;
- 2.7 **“Service”** means the Peterborough Police Service.

3.0 Board Policy

- 3.1 The Board and the Peterborough Police Service are committed to providing quality policing to the citizens of Peterborough, Ward of Lakefield and Township of Cavan Monaghan. The development of a sound Strategic Plan that reflects the needs of our communities and of the Service is fundamental to the effective delivery of adequate and effective policing, and it is therefore the policy of the Board to establish a framework for strategic planning that is consistent with the guidelines provided by the Ministry of Solicitor General, if any, and in accordance with Section 39 of the CSPA and this Policy.

4.0 Strategic Plan

- 4.1 The Board shall develop, adopt and revise if appropriate a Strategic Plan in accordance with Section 39 of the CSPA and this Policy.
 - (1) The Strategic Plan shall address at least the following matters:
 - 1. How the Board will ensure the provision of adequate and effective policing in accordance with the needs of the population of the area.
 - 2. The objectives, priorities and core functions of the Service.
 - 3. Quantitative and qualitative performance objectives and indicators of outcomes relating to:

- (i) the provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - (ii) community satisfaction with the policing provided;
 - (iii) emergency calls for service;
 - (iv) violent crime and clearance rates for violent crime;
 - (v) property crime and clearance rates for property crime;
 - (vi) youth crime and clearance rates for youth crime;
 - (vii) police assistance to victims of crime and re-victimization rates;
 - (viii) interactions with persons described in paragraphs 4 and 5 of this subsection;
 - (ix) road safety; and
 - (x) any other prescribed matters.
 - 4. Interactions with:
 - (i) youths;
 - (ii) members of racialized groups; and
 - (iii) members of First Nation, Inuit and Métis communities.
 - 5. Interactions with persons who appear to have a mental illness or a neurodevelopmental disability.
 - 6. Information technology.
 - 7. Resource planning.
 - 8. Police facilities.
 - 9. Any other prescribed matters.
- (2) The Strategic Plan must also provide an overview of the consultations that were conducted under subsection (3) and state whether and, if applicable, how the needs and concerns regarding policing identified during the consultations have been addressed by the Plan. 2019, c. 1, Sched. 1, s. 39 (2).
- (3) In preparing or revising the Strategic Plan, the Board shall consult with:
- (a) Chief of Police;
 - (b) the municipal council of any municipalities in the Board's area of policing responsibility;
 - (c) the Band Councils of any First Nations in the Board's area of policing responsibility;
 - (d) groups representing diverse communities in the Board's area of policing responsibility;

- (e) school boards, community organizations, businesses and members of the public in the Board's area of policing responsibility; and
 - (f) any other prescribed persons, organizations or groups. 2019, c. 1, Sched. 1, s. 39 (3).
- (4) In preparing or revising the Strategic Plan, the Police Service Board shall consider, at a minimum,
 - (a) the results of the consultations conducted under subsection (3);
 - (b) any community safety and well-being plans adopted by the municipalities or First Nations that are in the Board's area of policing responsibility; and
 - (c) the needs of members of the diverse communities in the Board's area of policing responsibility, including the needs of members of racialized groups and of First Nation, Inuit, and Métis communities. 2019, c. 1, Sched. 1, s. 39 (4).
- (5) The Police Service Board shall review and, if appropriate, revise the Strategic Plan in accordance with the regulations, if any, at least once every four years. 2019, c. 1, Sched. 1, s. 39 (5).
- (6) The Police Service Board shall publish the Strategic Plan on the Internet in accordance with the regulations made by the Minister, if any.

5.0 Direction to the Chief

5.1 Procedures

The Chief shall develop and implement procedures that are consistent with the requirements of the CSPA that provide a co-operative framework for strategic planning to achieve our legislative responsibilities and respond to community concerns.

6.0 Roles & Responsibilities

6.1 Police Service Board

The Board has the powers and responsibilities set out in the preamble and in Sections 3 and 4 above. The practical effect of these legislative powers and responsibilities is that the Board develops and approves the process for strategic planning, monitors the consultation process, leads and participates in external consultations and environmental scanning; implements the external consultation process in order to obtain input from the business community, regional and municipal councils, school boards and the public at-large; ensures data is analyzed and issues identified; participates in planning discussions and identifies

policing priorities collaboratively with the Chief of Police; weighs costing factors and approves action plans and funding estimates; shares expectations regarding the success indicators and milestones; and reviews and assesses reports from the Chief of Police.

6.2 Chief of Police

The Chief of Police has authority to make the operational and administrative decisions required to operate the Police Service. The role of the Chief of Police in connection with the strategic planning policy role is to consult with the Board in the development, adoption and revision of the Strategic Plan; to implement this policy; to undertake internal consultation and organizational review; to analyze data and bring issues forward to the Board; to participate in planning discussions and identify policing priorities collaboratively with the Board; to estimate costs to identified priorities and goals and participate in funding allocation discussions; to provide the Board with details of agreed-to policing priorities; and to prepare regular and annual reports.

7.0 Protocol

- 7.1 The Board shall enter into a protocol with the City of Peterborough that sets out the dates by which the Strategic 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 process for the development of the Strategic Plan, in accordance with Section 39 of the CSPA and this policy.

8.0 Framework for Strategic Planning

8.1 Strategy for Strategic Planning

- 8.1.1 The Board, in consultation with the Chief, will prepare a strategy for the development of a Strategic Plan that is consistent with the requirements of Section 39 of the CSPA.
- 8.1.2 The strategy referred to in subsection 8.1.1. above for the development of a Strategic Plan will include consultation 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 Service in relation to the Strategic Plan currently in effect;
 - c. a summary of the workload assessments and service delivery evaluations undertaken during the existing Strategic Plan cycle;
 - d. the Board's proposals with respect to the Service's objectives, core business and functions, and performance objectives and indicators

- for the functions set out in O. Reg. 392/23: Adequate and Effective Policing (General); and
- e. the estimated cost of delivering adequate and effective police services to meet the needs in the draft Strategic Plan.

8.2 Performance Objectives

8.2.1 The Board, in consultation with the Chief, will consider the following factors when developing performance objectives:

- a. the Service's existing and/or previous performance and estimated costs;
- b. crime, calls for services 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 of assessing the success in achieving the performance objectives; and
- e. community expectations, derived from the consultation process, community satisfaction surveys and victimization surveys.

8.3 Information Technology

8.3.1 The Board, in consultation with the Chief, will include in the Strategic Plan an information technology plan that:

- a. is based on an evaluation of the Service's information technology needs, including its capacity to electronically share information with other agencies, organizations and community groups;
- b. requires 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 acquisition, updating, replacement and training.

8.4 Police Facilities

8.4.1 The Board, in consultation with the Chief, will include in the Strategic Plan, a police facilities plan that, at minimum, ensures that the Service maintains one or more police facilities that are accessible to the public during normal working hours, and that during all other hours, the public has telecommunications access to a communications centre.

8.4.2 The Chief will implement a resource planning methodology that is either automated or manual and which takes into account the Strategic Plan and existing demands for service.

8.5 Communication of Strategic Plan

8.5.1 The Board, in consultation with the Chief, will establish a process for the communication of the Strategic Plan to:

- a. Members; and
- b. Members of the public.

The Board's approved Strategic Plan will be provided to Members of City Council in accordance with the *Protocol For Sharing of Information Between The City of Peterborough and the Peterborough Police Service Board* referred to in subsection 7.1.

8.5.2 The Chief of Police will ensure the Strategic Plan is communicated to all members of the Service, and that it is available to the general public on the Peterborough Police website.

9.0 Report to the Board

9.1 The Chief shall provide the Board with an annual report each year in accordance with Board Policy 2026-AI-010 Framework for Annual Reporting.

10.0 Implementation

10.1 That the Board approves and adopts this Policy #2026-AI-001 Framework for Strategic Planning which shall come into force on July 22, 2026.

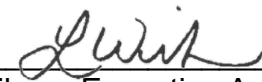
10.2 That Policy #AI-001 Framework for Business Planning, enacted on October 20, 2014, is hereby repealed effective July 22, 2026.



Mary ten Doeschate, Chair
Peterborough Police Service Board

July 22, 2026

Date



Lisa Wilson, Executive Assistant
Peterborough Police Service Board

July 22, 2026

Date