



North Bay Police Service Board

By-Law # 26: Framework for Strategic Planning

Legislative Reference / Authority

Community Safety and Policing Act Sections 10, 37 (1), 38 (2) and 39 and Regulations

1. Preamble

- a. As prescribed in the *Community Safety and Policing Act (CSPA)* and through Regulation the North Bay Police Service Board shall establish policy(ies) consistent with the *Act*, Regulation(s) and any other applicable legislation.
- b. It is the policy of the North Bay Police Service Board with respect to a framework for strategic planning that it will establish policy(ies) that are consistent with the requirements of the *Community Safety and Policing Act*, Regulation(s) and incorporating any existing established operational and accounting practices as approved by the North Bay Police Service Board and or the Office of the Chief of Police.

2. Definitions

- a. *Act* or “CSPA” means the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, and amendments thereto*;
- b. Board means the North Bay Police Service Board;
- c. Chief means the Chief of the North Bay Police Service;
- d. Member means a member of the North Bay Police Service;
- e. Ministry means the Ministry of the Solicitor General;
- f. Municipal Council means the Municipal Council of the City of North Bay;
- g. Service means the North Bay Police Service.

3. Policy

- a. The Board and the North Bay Police Service are committed to providing quality policing to the citizens of North Bay. The development of a sound Strategic Plan that reflects the needs of our community and of the North Bay Police 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 and in accordance with Section 39 of the *CSPA* and this by-law.



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4. Strategic Plan

- a. The Board shall develop a Strategic Plan in accordance with Section 39 of the CSPA and this by-law.
- b. The Strategic Plan shall address at least the following matters:
 - i. How the Board will ensure the provision of adequate and effective policing in accordance with the needs of the population of the area;
 - ii. The objectives, priorities and core functions of the Police Service;
 - iii. Quantitative and qualitative performance objectives and indicators of outcomes relating to:
 - (a) The provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - (b) Community satisfaction with the policing provided;
 - (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;
 - (h) Interactions with persons described in paragraphs iv and v of this section;
 - (i) Road safety; and
 - (j) Any other prescribed matters.
 - iv. Interactions with:
 - (a) Youths;
 - (b) Members of racialized groups; and
 - (c) Members of first nation, Inuit and métis communities.
 - v. Interactions with persons who appear to have a mental illness or a neurodevelopmental disability.
 - vi. Information technology;
 - vii. Resource planning;
 - viii. Police facilities; and
 - ix. Any other prescribed matters.
- c. The Strategic Plan must also provide an overview of the consultations that were conducted under subsection b. (above) and state whether and, if applicable, how the needs and concerns regarding policing identified during the consultations have been addressed by the Plan.
- d. In preparing or revising the Strategic Plan, the Board shall consult with:
 - i. Chief of Police;
 - ii. The City of North Bay council;
 - iii. Groups representing diverse communities in the Board's area of policing responsibility; and
 - iv. School boards, community organizations, businesses and members of the public in the Board's area of policing responsibility.



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- e. In preparing or revising the Strategic Plan, the Board shall consider, at a minimum:
 - i. The results of the consultations conducted under subsection (4);
 - ii. Any community safety and well-being plans adopted by the City of North Bay; and
 - iii. 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.
- f. The Board shall review and, if appropriate, revise the Strategic Plan in accordance with the regulations, if any, at least once every four years.
- g. The Board shall publish the Strategic Plan on the Internet.

5. **Direction to the Chief**

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

6. **Roles and Responsibilities**

Chief of Police

- a. The Chief of Police has authority to make the operational and administrative decisions required to operate the Police Service.
- b. The role of the Chief of Police in connection with strategic planning policy role is to ensure implementation of this policy is to;
 - i. Undertake internal consultation and organizational review;
 - ii. Analyze data and bring issues forward to the Board;
 - iii. Participate in planning discussions and identify policing priorities collaboratively with the Board;
 - iv. Estimate costs to identified priorities and goals and participate in funding allocation discussions;
 - v. Provide the Board with details of agreed to policing priorities; and
 - vi. Prepare regular and annual reports.

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- a. The Board has the powers and responsibilities set out in the narrative above. The practical effect of these legislative powers and responsibilities is that the Board develops and approves the process for strategic planning;
- b. Monitors the consultation process;
- c. Leads and participates in external consultations and environmental



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scanning;

- d. Implements the external consultation process in order to obtain input from the business community, municipal councils, school boards and the public at-large;
- e. Ensures data is analyzed and issues identified; participates in planning discussions;
- f. Identifies policing priorities collaboratively with the Chief of Police;
- g. Weighs costing factors and approves action plans and funding estimates;
- h. Shares expectations regarding the success indicators and milestones; and
- i. Reviews and assess reports from the Chief of Police.

7. Reporting

- a. On or before June 30th in each year, the Board shall file an annual report with the City of North Bay council regarding but not limited to:
 - i. The implementation of the Board's Strategic Plan and the achievement of the performance objectives identified in the plan;
 - ii. The affairs of the police service; and
 - iii. The provision of policing as it relates to any community safety and well-being plans adopted by the City of North Bay.
- b. The Board shall publish the annual report referred to in subsection a. (above) on the Internet.

8. Framework for Strategic Planning

Strategy for Strategic Planning

- a. 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*.
- b. The strategy referred to above for the development of a Strategic Plan will include consultation on:
 - i. An environmental scan of the community that highlights crime, calls for service and public disorder trends within the community;
 - ii. The results achieved by the service in relation to the Strategic Plan that is currently in effect;
 - iii. A summary of the workload assessments and service delivery evaluations undertaken during the existing strategic plan cycle;
 - iv. 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 Ont. Reg. 392/23;



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- v. Adequate and effective policing (general); and
- vi. The estimated cost of delivering adequate and effective police services to meet the needs in the draft Strategic Plan.

Performance Objectives

- a. The Board, in consultation with the Chief, will consider the following factors when developing performance objectives:
 - i. The Service's existing and/or previous performance and estimated costs;
 - ii. Crime, calls for services and public disorder analysis and trends, and other social, demographic and economic factors that may impact on the community;
 - iii. The type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;
 - iv. The availability of measurements of assessing the success in achieving the performance objectives; and
 - v. Community expectations, derived from the consultation process, community satisfaction surveys and victimization surveys.

Information Technology

- a. The Board, in consultation with the Chief, will include in the Strategic Plan an information technology plan that:
 - i. 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;
 - ii. 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
 - iii. Addresses information technology acquisition, updating, replacement and training.

Police Facilities

- a. 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 police facilities are accessible to the public during normal working hours and that during all other hours the public has access to personnel within the building by use of an intercom system situated at the front of the police administration building.
- b. The Chief will implement a resource planning methodology that takes into account the Strategic Plan and existing demands for service.

9. **COMMUNICATION OF STRATEGIC PLAN**

- a. The Board's approved Strategic Plan will be provided to Members of the City of North Bay council.
- b. The Chief of Police will ensure the Strategic Plan is communicated to all



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members of the North Bay Police Service and that it is available to the general public on the North Bay Police Service website.

10. Cost Projections

- a. The Chief shall ensure that operating and capital budgets and estimated cost projections for implementing the Strategic Plan for each year that the plan covers is submitted to the Board.

11. Report to the Board

- a. The Chief shall provide the Board with an annual report of each year. The report shall contain whether police facilities:
 - i. Meet or exceed provincial building and fire codes;
 - ii. Have sufficient space for the efficient organization of offices and equipment;
 - iii. Are adequately heated, ventilated, illuminated and, where appropriate and practical, air conditioned, when in use;
 - iv. Have lockers, separate change areas, if members are required to change at the workplace, and washroom facilities, and where appropriate and practical, shower facilities; and
 - v. Have appropriate security measures and communications;
- b. Whether or not Members have available:
 - i. Appropriate and a secure working environment, records and equipment storage space; and
 - ii. Separate or private areas for interviewing purposes.
- c. Whether the Service's lock-up facilities meet the following requirements:
 - i. The minimum cell size is 7' x 4.6" x 7' high;
 - ii. Fire extinguishers are secure and readily available in the lock-up area but out of reach of detainees;
 - iii. Smoke and heat detectors are installed in the lock-up area;
 - iv. Toilet facilities are provided in each lock-up;
 - v. No unsafe conditions exist, including means of attaching ligatures;
 - vi. First aid equipment, including airway devices for mouth-to-mouth resuscitation, are readily available;
 - vii. Lock-ups are separate from public view;
 - viii. Confidential interviews with legal counsel can be accommodated;
 - ix. A proper area for prisoner processing is provided;
 - x. Cell keys are in a secure location and master or duplicate keys are readily available;
 - xi. The area where prisoners are processed and/or searched is well illuminated, secure and has no hazardous conditions present;
 - xii. Compliant with the service's policy and procedures with respect to communicable diseases; and
 - xiii. A means of constantly communicating with the Communications Centre is available.



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- d. A comparison of cost projections for the Strategic Plan to actual cost for the year.
- e. A report on any other matter contained in the Strategic Plan that has changed.
- f. At least once every strategic planning cycle, the Chief shall undertake and report back on workload assessments and service delivery evaluations for the following areas:
 - i. Crime prevention;
 - ii. Law enforcement, including separate assessments and evaluations for the Service's community patrol, communications and dispatch, crime analysis, criminal intelligence, criminal investigation and investigative supports functions;
 - iii. Providing assistance to victims;
 - iv. Public order maintenance; and
 - v. Emergency response services in accordance with subsection 9 (1) of O. Reg. 392/23: Adequate and Effective Policing (General).

Read the first time this 18th day of June, 2024

Read the second time 18th day of June, 2024

Read the third time this 18th day of June, 2024

R. Stivrins
Board Chair