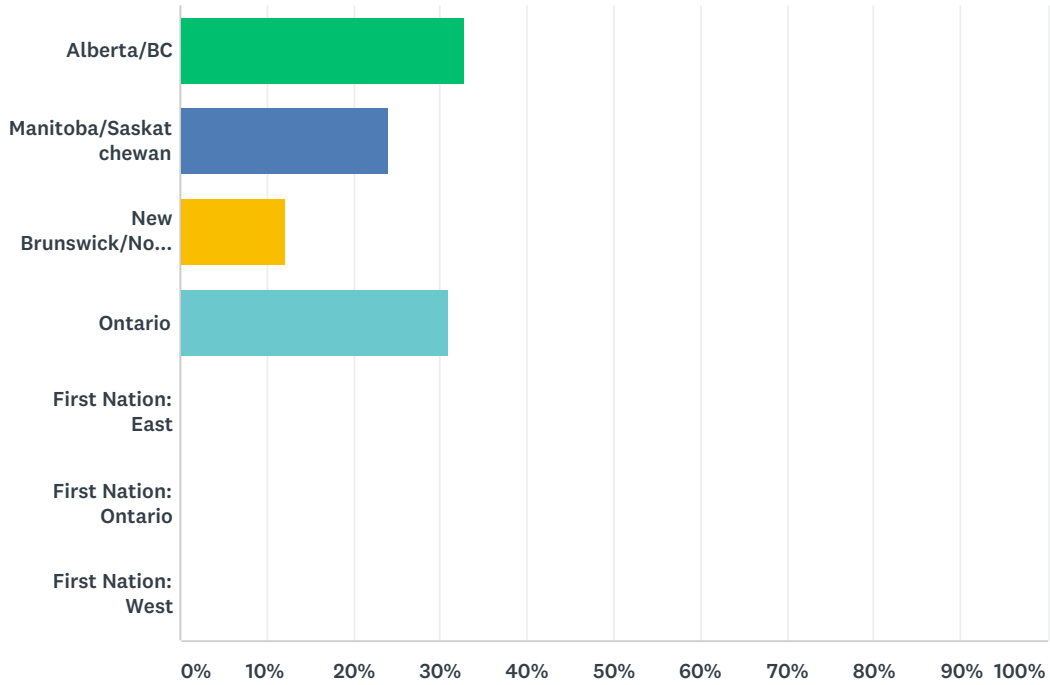


## Q1 Where is your Board/Commission located?

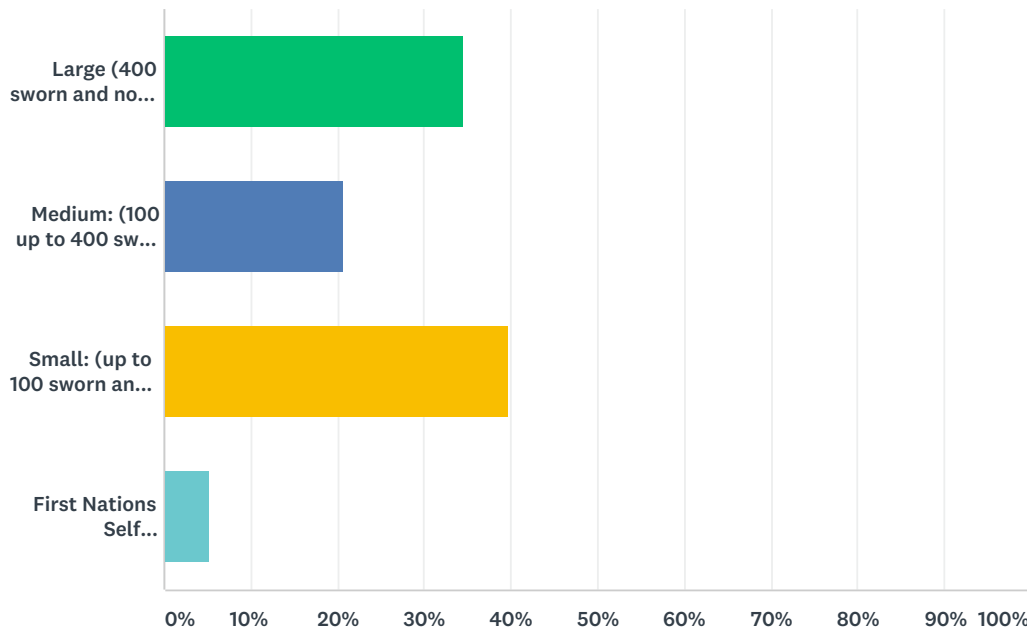
Answered: 58 Skipped: 4



ANSWER CHOICES	RESPONSES	
Alberta/BC	32.76%	19
Manitoba/Saskatchewan	24.14%	14
New Brunswick/Nova Scotia	12.07%	7
Ontario	31.03%	18
First Nation: East	0.00%	0
First Nation: Ontario	0.00%	0
First Nation: West	0.00%	0
<b>TOTAL</b>		<b>58</b>

## Q2 Using the CAPG categories, how would you describe the size of your police service?

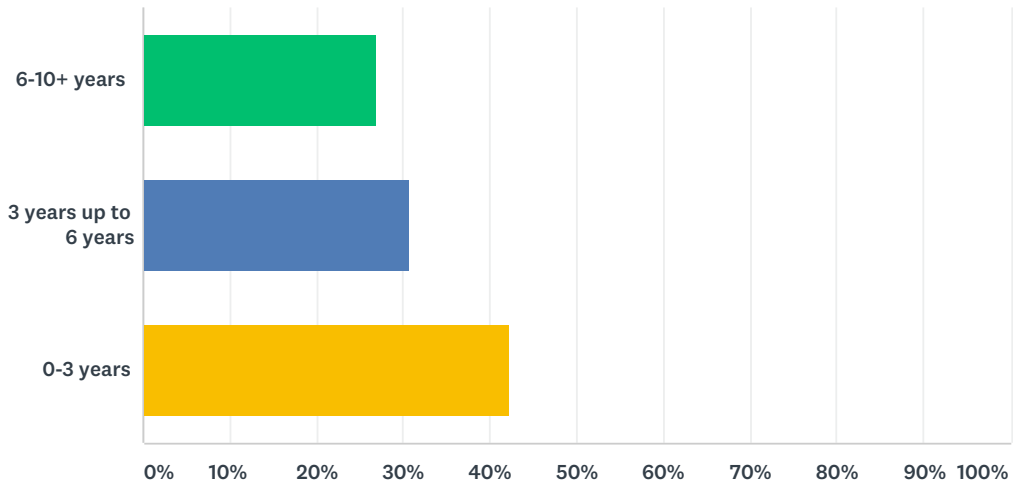
Answered: 58 Skipped: 4



ANSWER CHOICES	RESPONSES	
Large (400 sworn and not sworn members and over)	34.48%	20
Medium: (100 up to 400 sworn and not sworn members)	20.69%	12
Small: (up to 100 sworn and not sworn members)	39.66%	23
First Nations Self Administered	5.17%	3
<b>TOTAL</b>		<b>58</b>

### Q3 How long have you been a board/commission member?

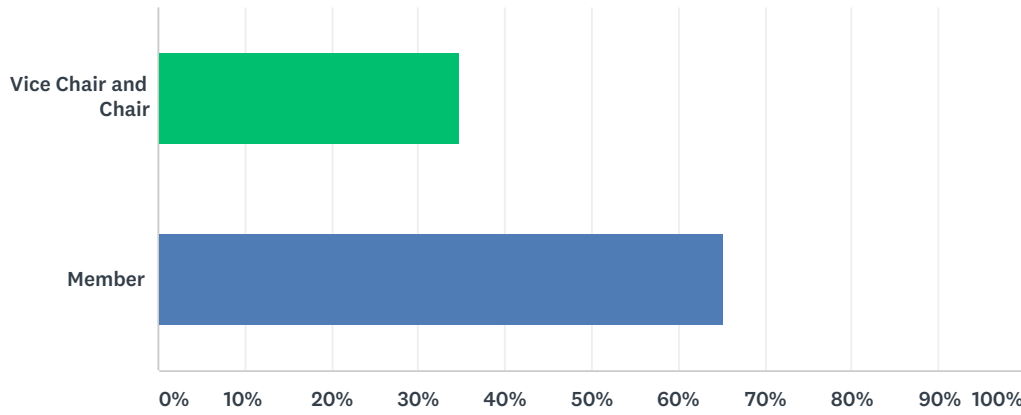
Answered: 52 Skipped: 10



ANSWER CHOICES	RESPONSES	
6-10+ years	26.92%	14
3 years up to 6 years	30.77%	16
0-3 years	42.31%	22
TOTAL		52

### Q4 1.4. Are you a Chair/Vice Chair/Member

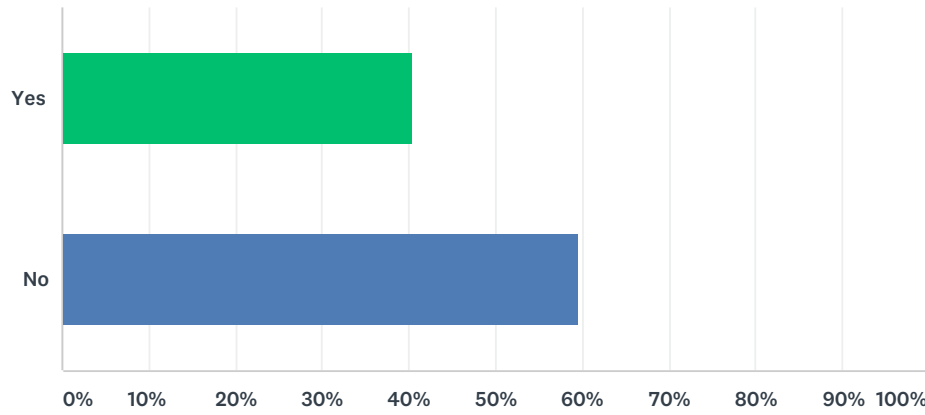
Answered: 46 Skipped: 16



ANSWER CHOICES	RESPONSES	
Vice Chair and Chair	34.78%	16
Member	65.22%	30
TOTAL		46

### Q5 5. Are you a board/commission staff member?

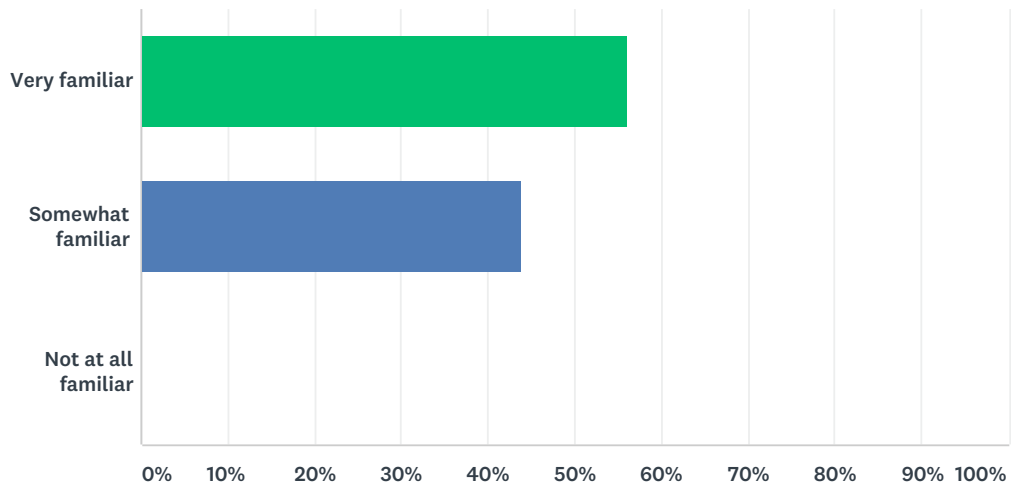
Answered: 57 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	40.35%	23
No	59.65%	34
TOTAL		57

## Q6 1.6 How familiar are you with the strategic planning practices used by your organization?

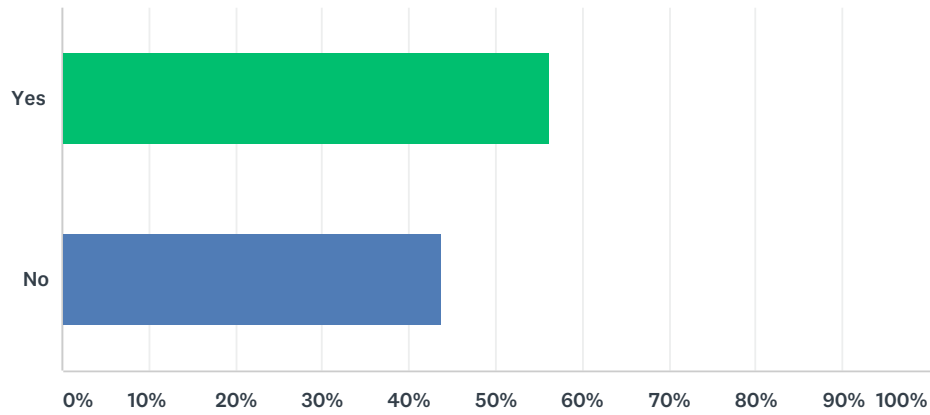
Answered: 57 Skipped: 5



ANSWER CHOICES	RESPONSES	
Very familiar	56.14%	32
Somewhat familiar	43.86%	25
Not at all familiar	0.00%	0
<b>TOTAL</b>		<b>57</b>

**Q7 Does the board/commission have a policy on strategic planning that outlines the process, defines roles and responsibilities and sets out requirements for consultation, approval and sharing of the plan?**

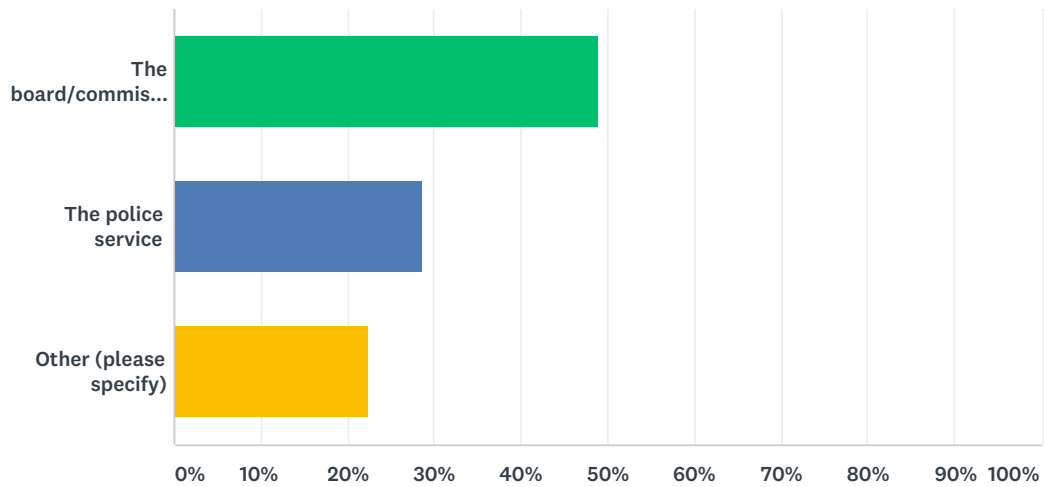
Answered: 48 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes	56.25%	27
No	43.75%	21
TOTAL		48

## Q8 Who is responsible for producing the strategic plan in your jurisdiction?

Answered: 49 Skipped: 13

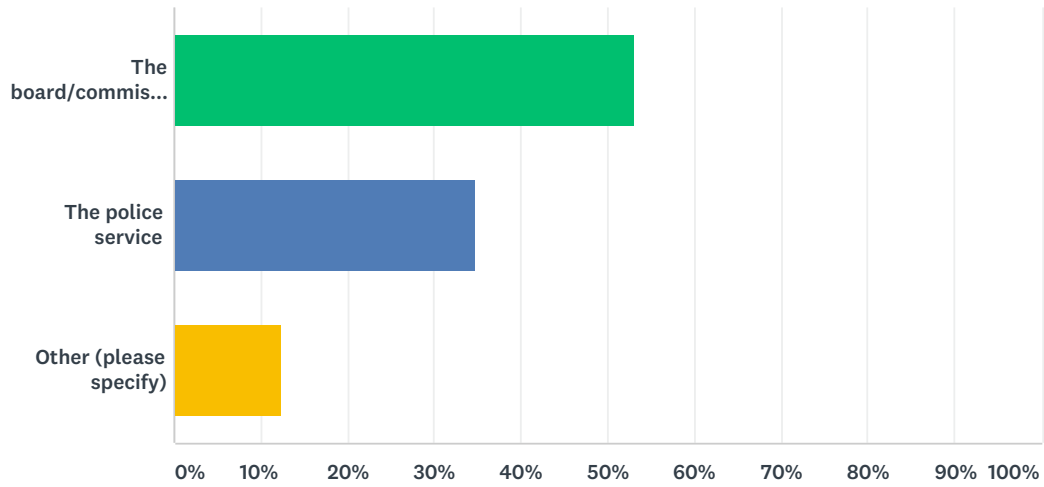


ANSWER CHOICES	RESPONSES	
The board/commission	48.98%	24
The police service	28.57%	14
Other (please specify)	22.45%	11
<b>TOTAL</b>		<b>49</b>



### Q9 Who initiates the strategic planning process in your jurisdiction?

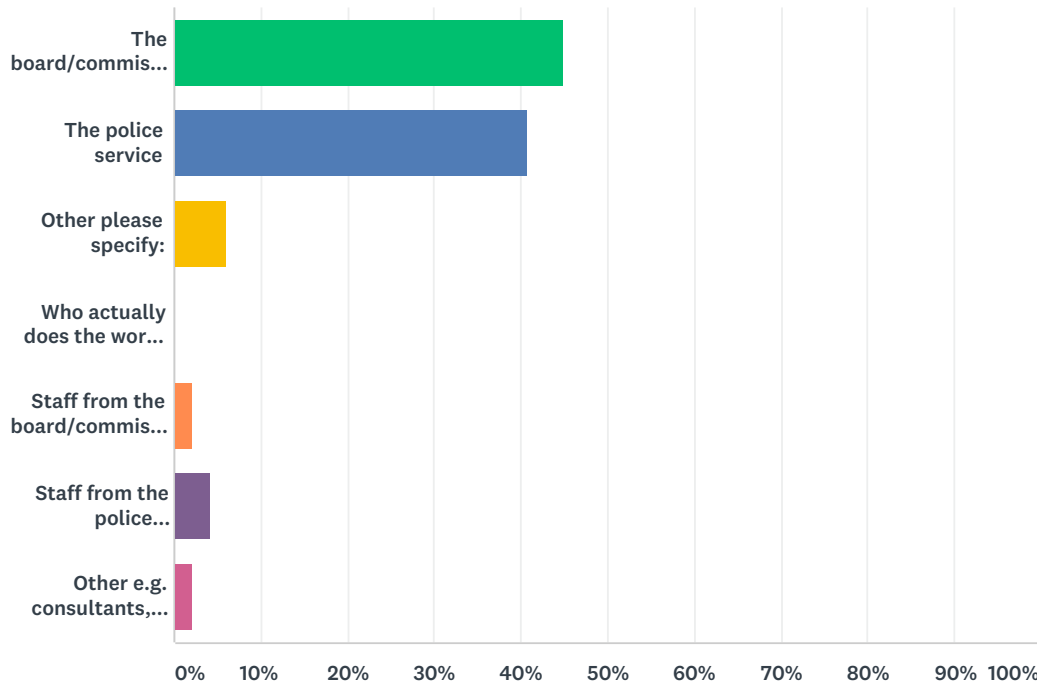
Answered: 49 Skipped: 13



ANSWER CHOICES	RESPONSES	
The board/commission	53.06%	26
The police service	34.69%	17
Other (please specify)	12.24%	6
<b>TOTAL</b>		<b>49</b>

## Q10 Who provides the funding for the strategic plan?

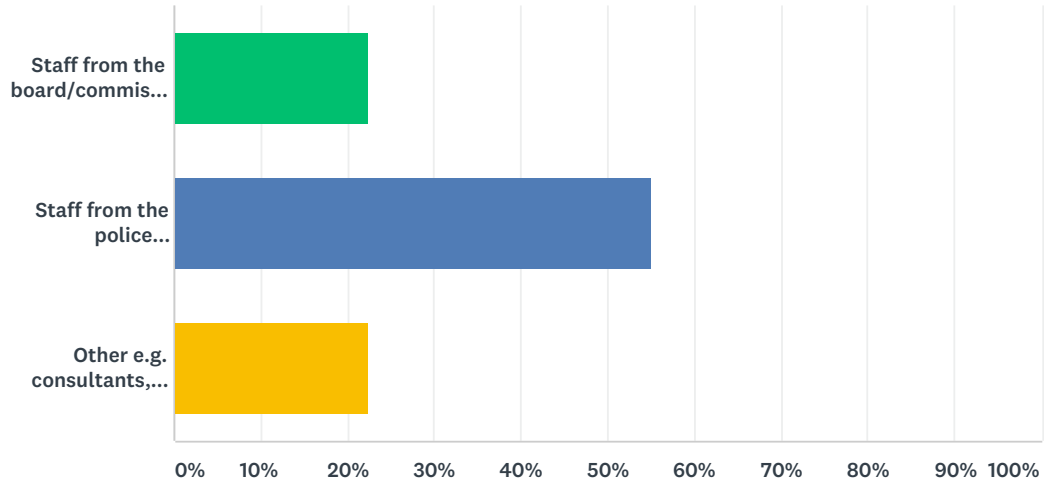
Answered: 49 Skipped: 13



ANSWER CHOICES	RESPONSES	
The board/commission	44.90%	22
The police service	40.82%	20
Other please specify:	6.12%	3
Who actually does the work to prepare the strategic plan?	0.00%	0
Staff from the board/commission	2.04%	1
Staff from the police service	4.08%	2
Other e.g. consultants, government, etc. (please specify)	2.04%	1
<b>TOTAL</b>		<b>49</b>

### Q11 Who actually does the work to prepare the strategic plan?

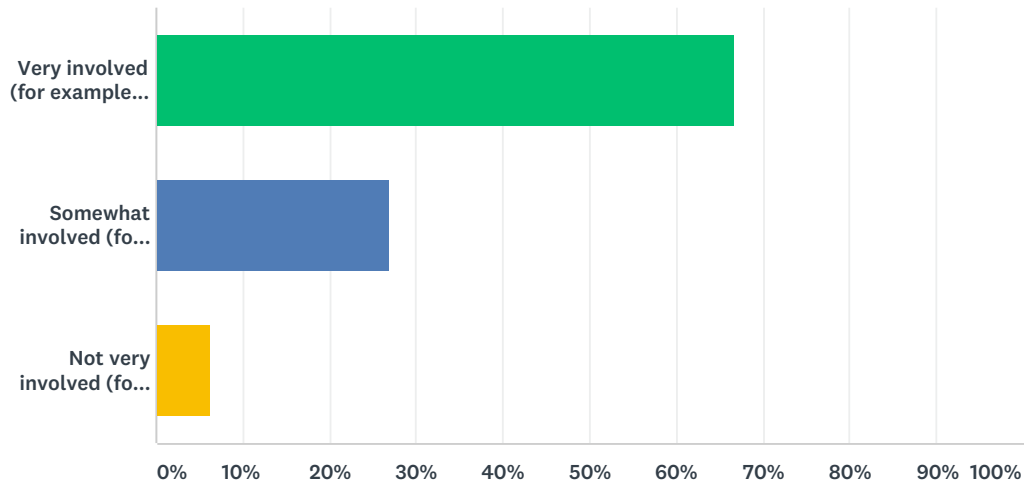
Answered: 49 Skipped: 13



ANSWER CHOICES	RESPONSES	
Staff from the board/commission	22.45%	11
Staff from the police service	55.10%	27
Other e.g. consultants, government, etc.	22.45%	11
<b>TOTAL</b>		<b>49</b>

### Q12 How involved are board/commission members in deciding what will be included in the strategic planning process (e.g. what information will be collected, from whom, etc.?)

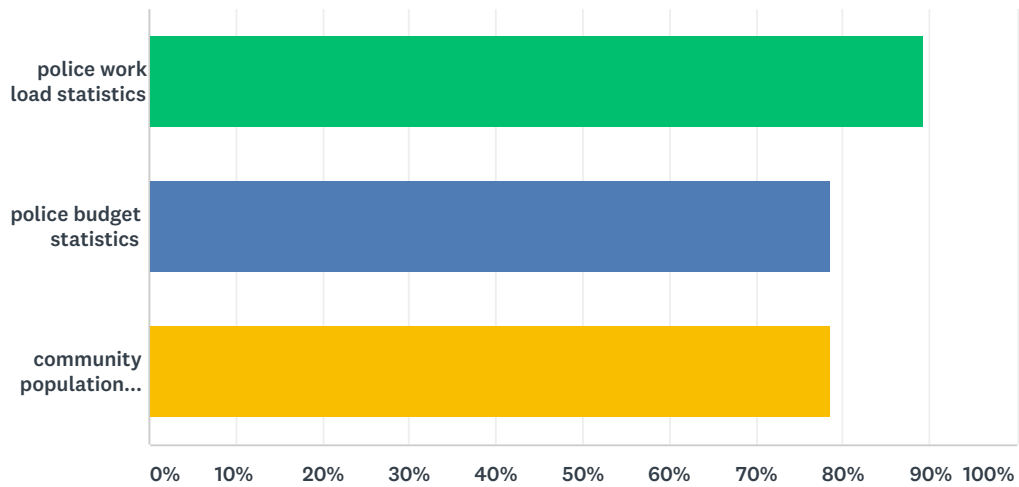
Answered: 48 Skipped: 14



ANSWER CHOICES	RESPONSES	
Very involved (for example, they attend meetings, participate in key decisions and consistently offer feedback)	66.67%	32
Somewhat involved (for example, they participate in discussions about the strategic plan but the police service largely determines its own strategies and goals)	27.08%	13
Not very involved (for example, they do not participate in planning directly, if at all)	6.25%	3
<b>TOTAL</b>		<b>48</b>

### Q13 From which of the following existing sources is information collected for the strategic plan?

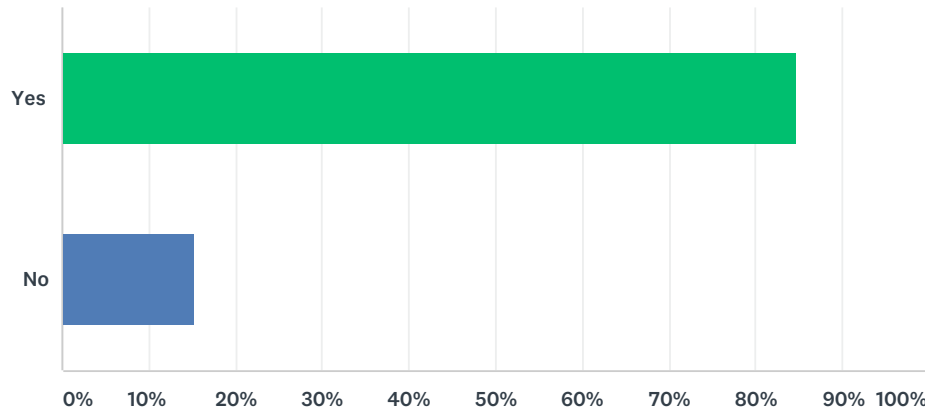
Answered: 47 Skipped: 15



ANSWER CHOICES	RESPONSES
police work load statistics	89.36% 42
police budget statistics	78.72% 37
community population statistics (e.g. Statistics Canada)	78.72% 37
Total Respondents: 47	

## Q14 Are surveys conducted with community members?

Answered: 46 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	84.78%	39
No	15.22%	7
TOTAL		46

**Q15 How many community members, on average would you say participate?**

Answered: 38 Skipped: 24

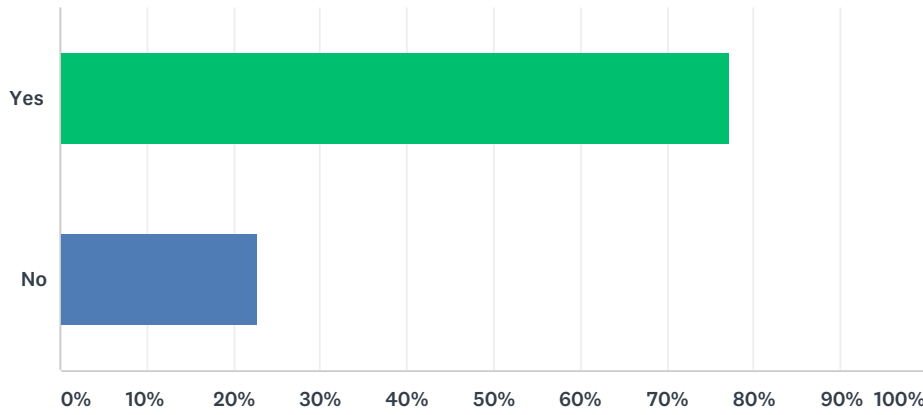
**Q16 Is the community involved in the strategic plan in any other way?  
Please describe:**

Answered: 30 Skipped: 32



### Q17 Are surveys conducted with police service members/staff?

Answered: 44 Skipped: 18



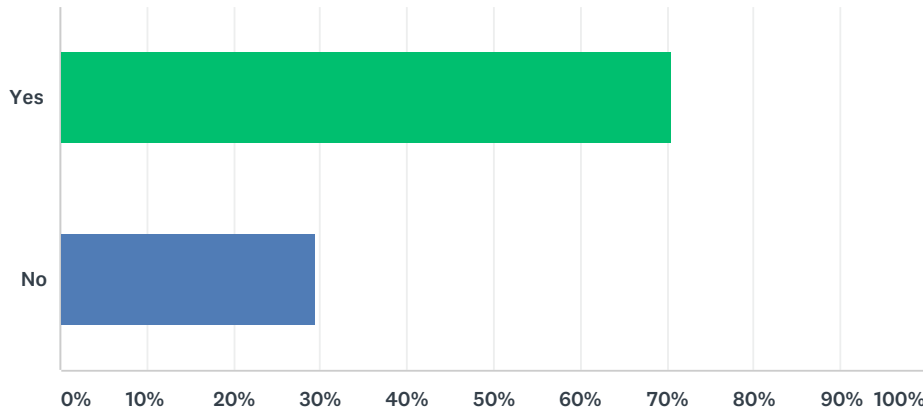
ANSWER CHOICES	RESPONSES	
Yes	77.27%	34
No	22.73%	10
TOTAL		44

**Q18 How many police service members, on average would you say participate?**

Answered: 30 Skipped: 32

### Q19 Are “town hall” meetings or any other form of community consultation conducted?

Answered: 44 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	70.45%	31
No	29.55%	13
TOTAL		44

**Q20 On average how many people would you say attend these meetings?**

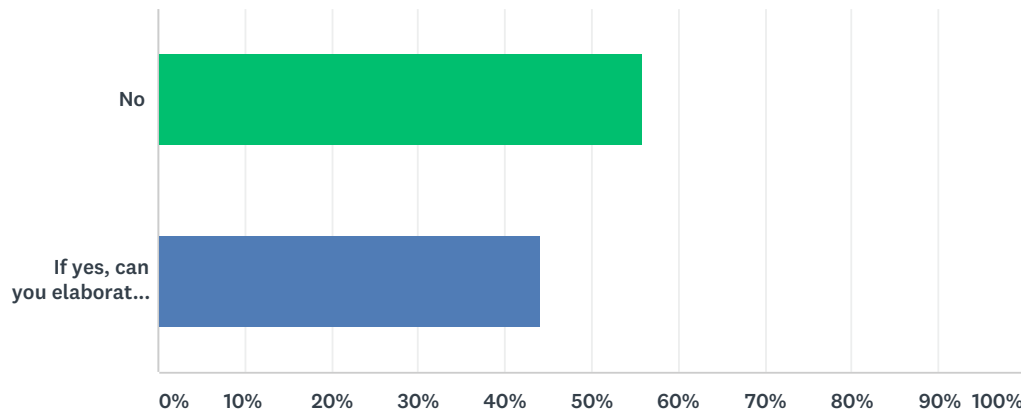
Answered: 30 Skipped: 32

**Q21 How many of these meetings are usually held?**

Answered: 29 Skipped: 33

## Q22 Are there groups or individuals whose views are not captured through the current strategic planning process?

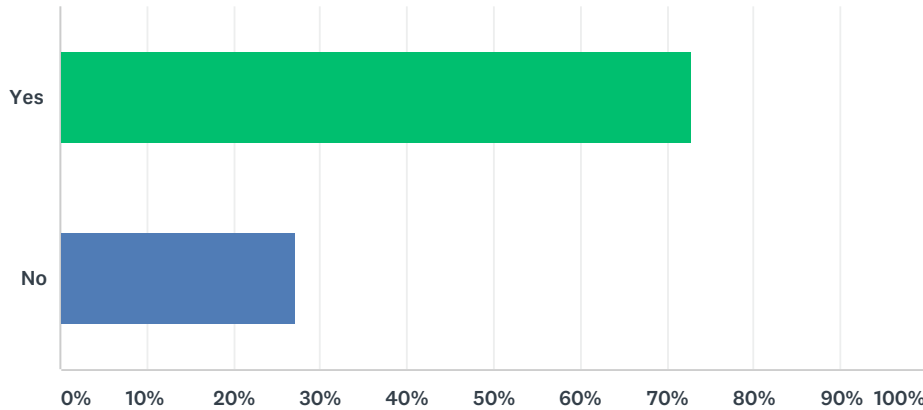
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
No	55.81%	24
If yes, can you elaborate on your answer?	44.19%	19
TOTAL		43

**Q23 Political- Is the general political climate in your area taken into account in the development of your strategic plan? (e.g. policies and preferences of the governing party; tough on crime policies; emphasis on fiscal restraint, etc.)**

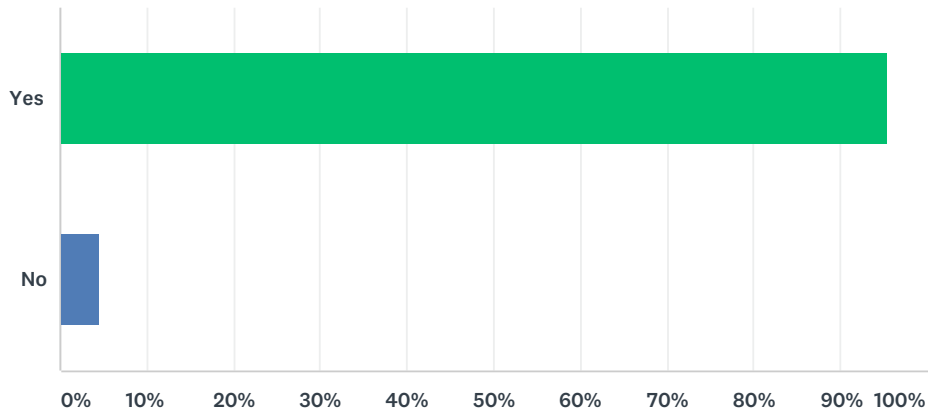
Answered: 44 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	72.73%	32
No	27.27%	12
TOTAL		44

### Q24 Economic - Is the general state of the economy in your area taken into account in the development of your strategic plan? (e.g. economic growth; unemployment level; levels of poverty)

Answered: 43 Skipped: 19

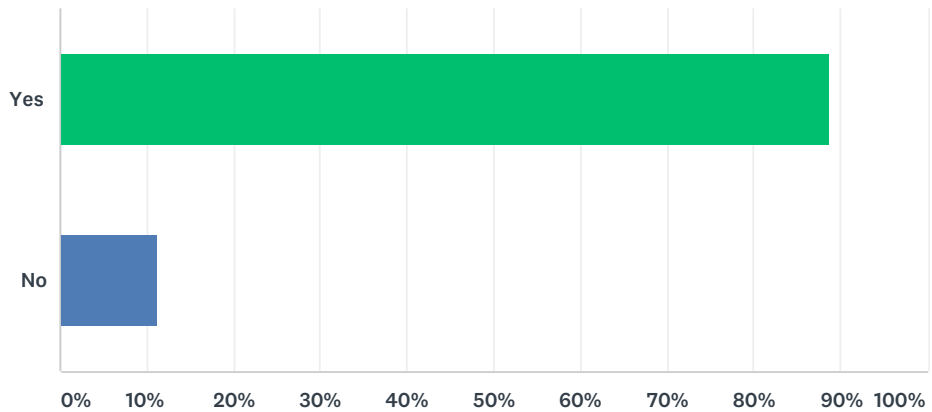


ANSWER CHOICES	RESPONSES	
Yes	95.35%	41
No	4.65%	2
TOTAL		43



**Q25 Social-** Are social indicators in your area taken into account in the development of your strategic plan? (e.g. prevailing attitudes on a range of social issues including those related to gender, race, ethnicity, religion, sexual orientation, etc.)

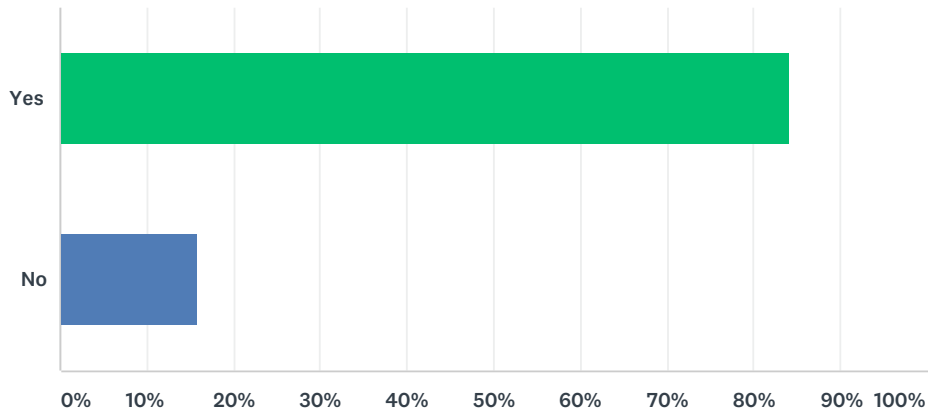
Answered: 44 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	88.64%	39
No	11.36%	5
TOTAL		44

**Q26 Technological- Is technology taken into account in the development of your strategic plan? (e.g. areas where technological innovations or change alters people’s way of life or work)**

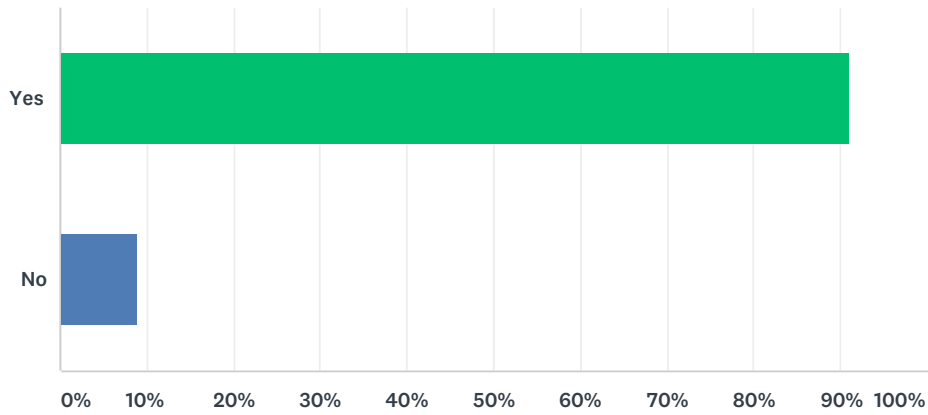
Answered: 44 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	84.09%	37
No	15.91%	7
TOTAL		44

### Q27 Legal- Is the state of the legal system such as changes in statutes relevant to policing taken into account in the development of your strategic plan?

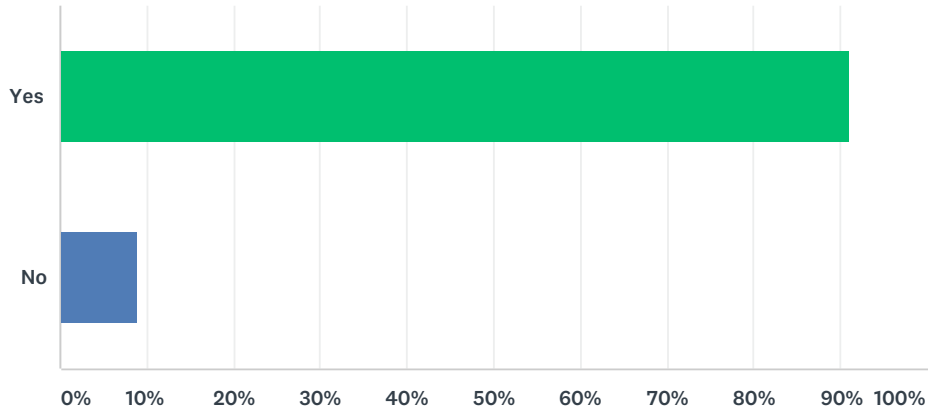
Answered: 44 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	90.91%	40
No	9.09%	4
TOTAL		44

### Q28 Demographic- Are demographic factors in your area taken into account in the development of your strategic plan? (e.g. change in social make-up on a range of fronts)

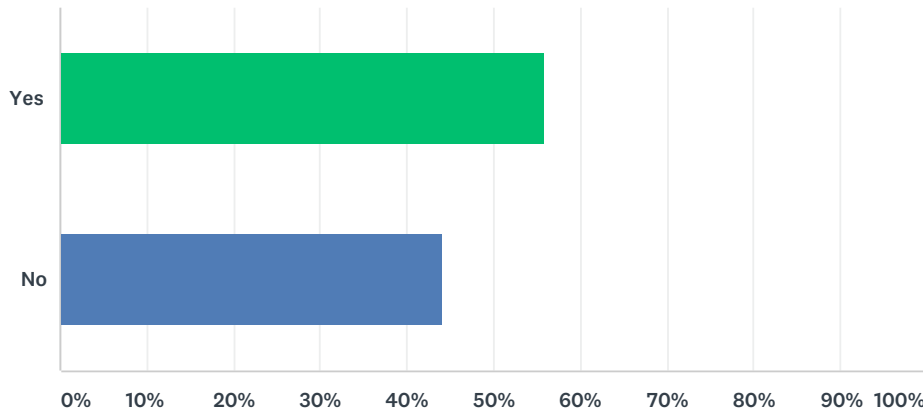
Answered: 44 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	90.91%	40
No	9.09%	4
TOTAL		44

**Q29 Global- Are global trends and influences taken into account in the development of your strategic plan? (e.g. migration trends; international developments that can have an impact on life in your community)**

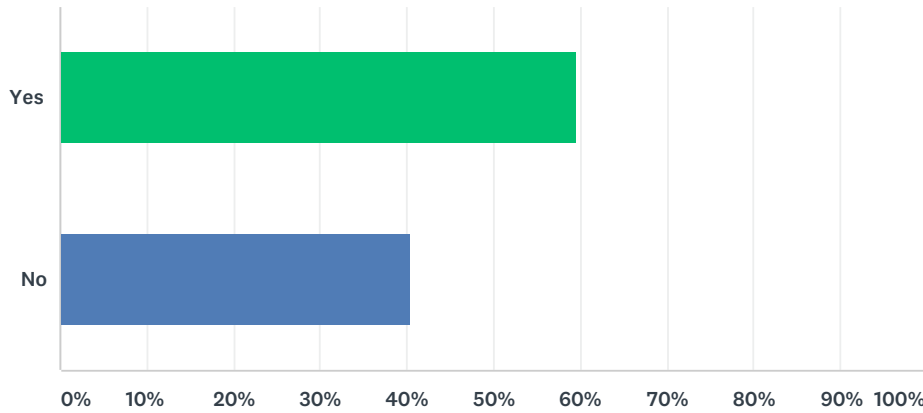
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	55.81%	24
No	44.19%	19
TOTAL		43

### Q30 Do board/commission members participate in analyzing the data collected for the strategic plan?

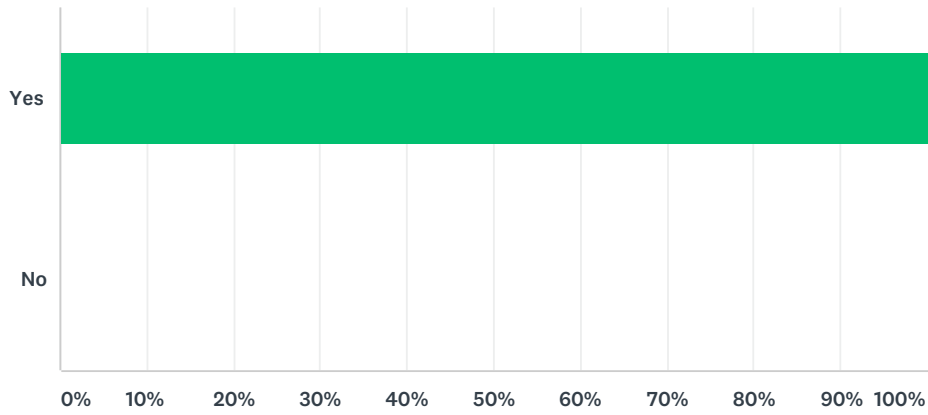
Answered: 42 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	59.52%	25
No	40.48%	17
TOTAL		42

### Q31 Are key issues identified during the data analysis process?

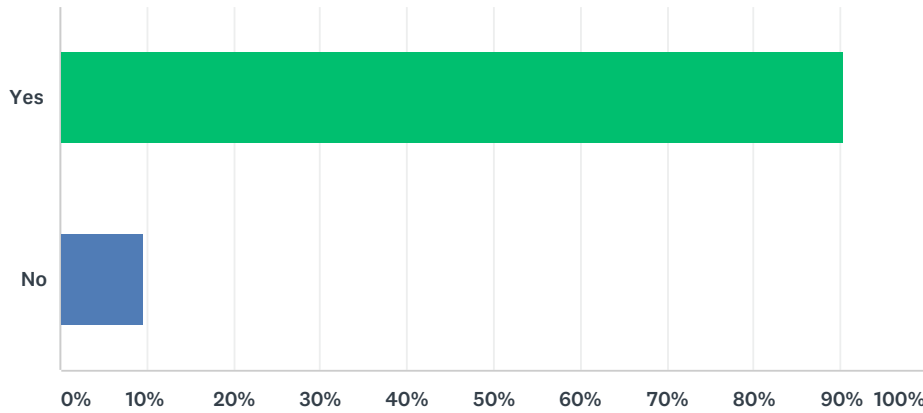
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	100.00%	43
No	0.00%	0
TOTAL		43

Q32 Are key issues prioritized based on the data analysis process? (i.e. are the key issues made a priority for the police service going forward?)

Answered: 42 Skipped: 20

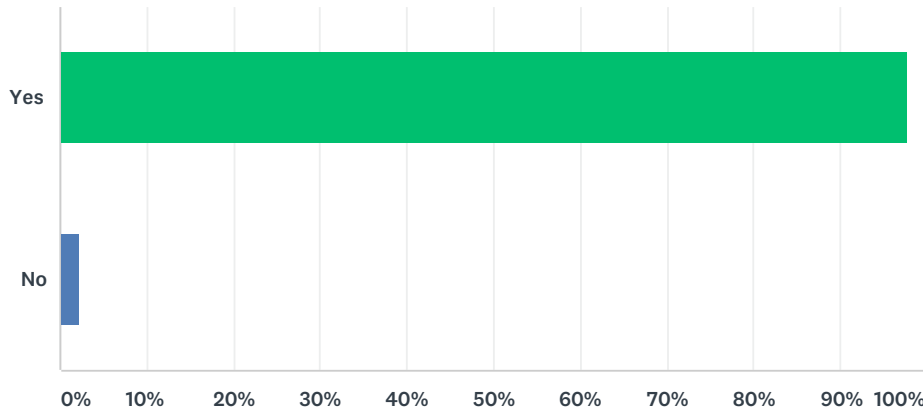


ANSWER CHOICES	RESPONSES	
Yes	90.48%	38
No	9.52%	4
TOTAL		42



### Q33 Once key issues are identified, are they used to identify goals and specific objectives for the police service?

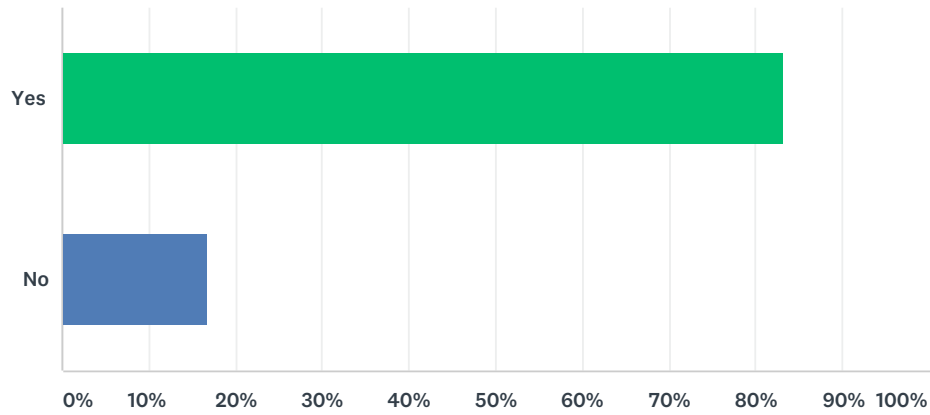
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	97.67%	42
No	2.33%	1
TOTAL		43

### Q34 Once goals and objectives are identified for the police service, are specific indicators identified to determine if progress is being made in achieving them?

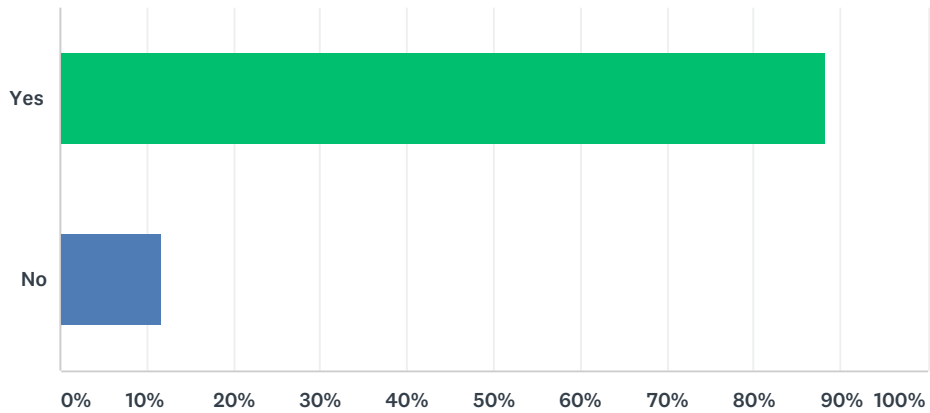
Answered: 42 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	83.33%	35
No	16.67%	7
TOTAL		42

Q35 Is progress towards goals and objectives reviewed periodically (e.g. Monthly? Quarterly? Annually?) so that necessary adjustments can be made to how the strategic plan is being implemented?

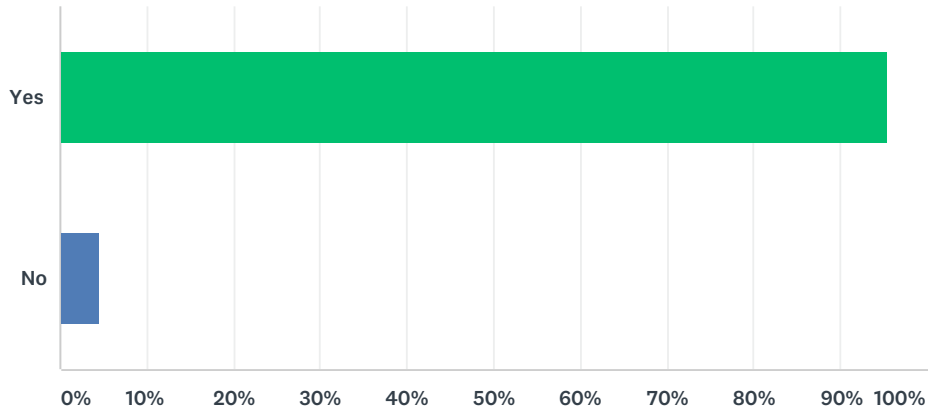
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	88.37%	38
No	11.63%	5
TOTAL		43

Q36 Is the strategic plan used by your board/commission to guide its own decision making? (e.g. is the strategic plan used as a benchmark to assess performance?; is success defined in terms of achieving the goals/objectives outlined in the strategic plan?)

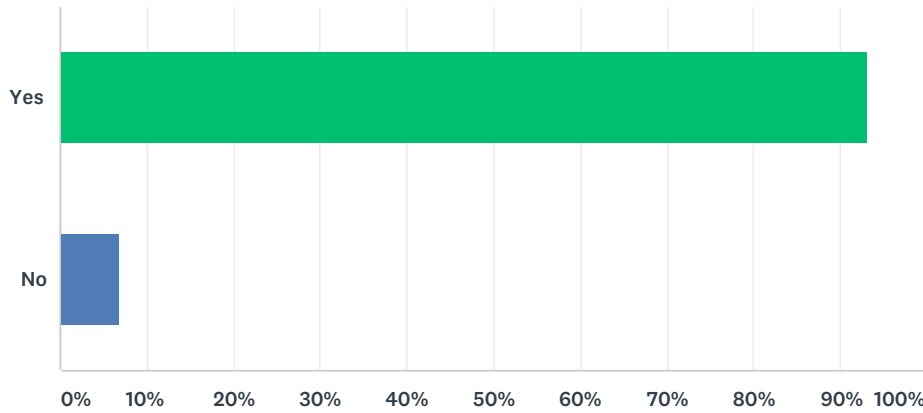
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	95.35%	41
No	4.65%	2
TOTAL		43

### Q37 Does your police service develop its operational plans, budgets, priorities based on the strategic plan?

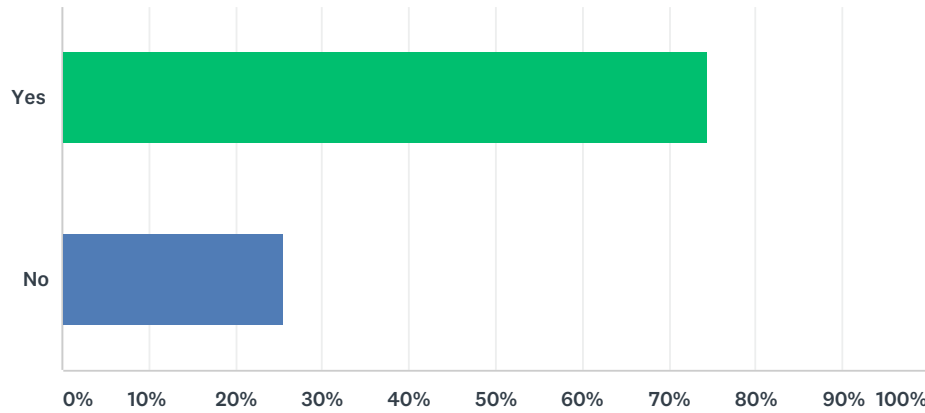
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	93.02%	40
No	6.98%	3
TOTAL		43

### Q38 Does your board/commission identify performance measures or outcomes that it would expect to see if the plan is successful?

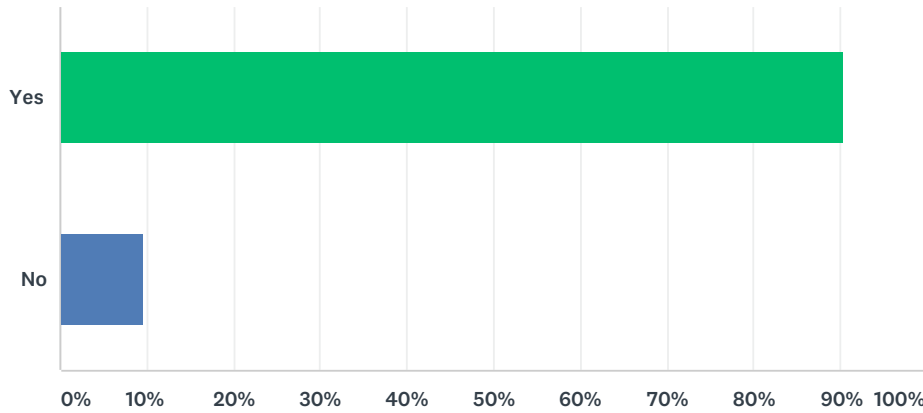
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	74.42%	32
No	25.58%	11
TOTAL		43

### Q39 Does the board/commission consider the strategic plan when assessing the performance of the Chief of Police?

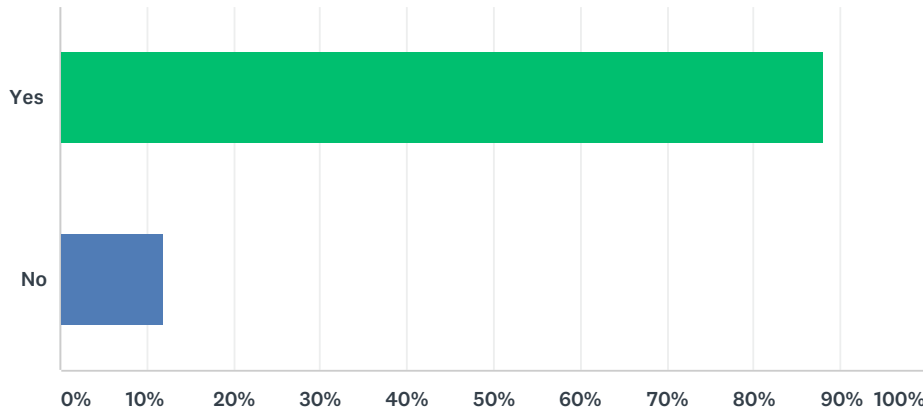
Answered: 42 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	90.48%	38
No	9.52%	4
TOTAL		42

### Q40 Does the board/commission consider the strategic plan when assessing the overall performance of the police service?

Answered: 42 Skipped: 20

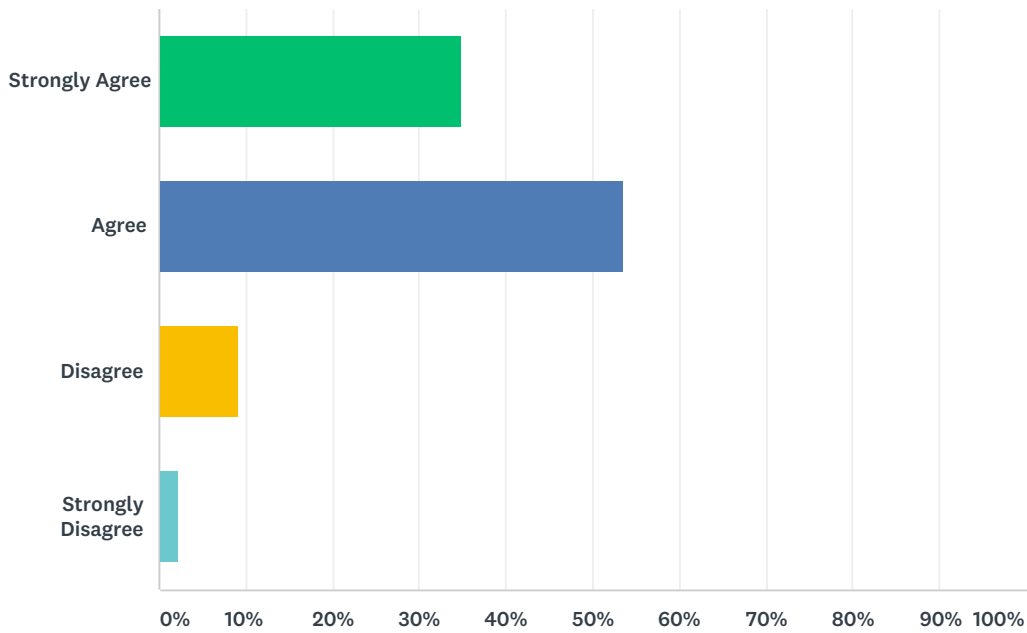


ANSWER CHOICES	RESPONSES	
Yes	88.10%	37
No	11.90%	5
TOTAL		42



### Q41 The board/commission makes a significant contribution to the development of the strategic plan.

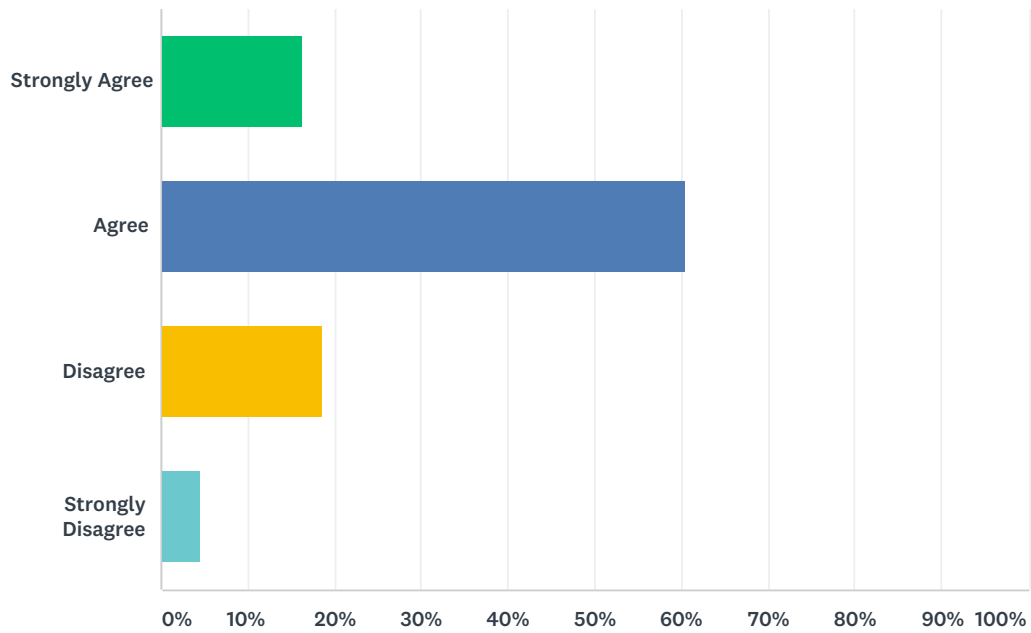
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Strongly Agree	34.88%	15
Agree	53.49%	23
Disagree	9.30%	4
Strongly Disagree	2.33%	1
<b>TOTAL</b>		<b>43</b>

## Q42 The board/commission refers to the strategic plan on a regular basis to guide its ongoing decision making.

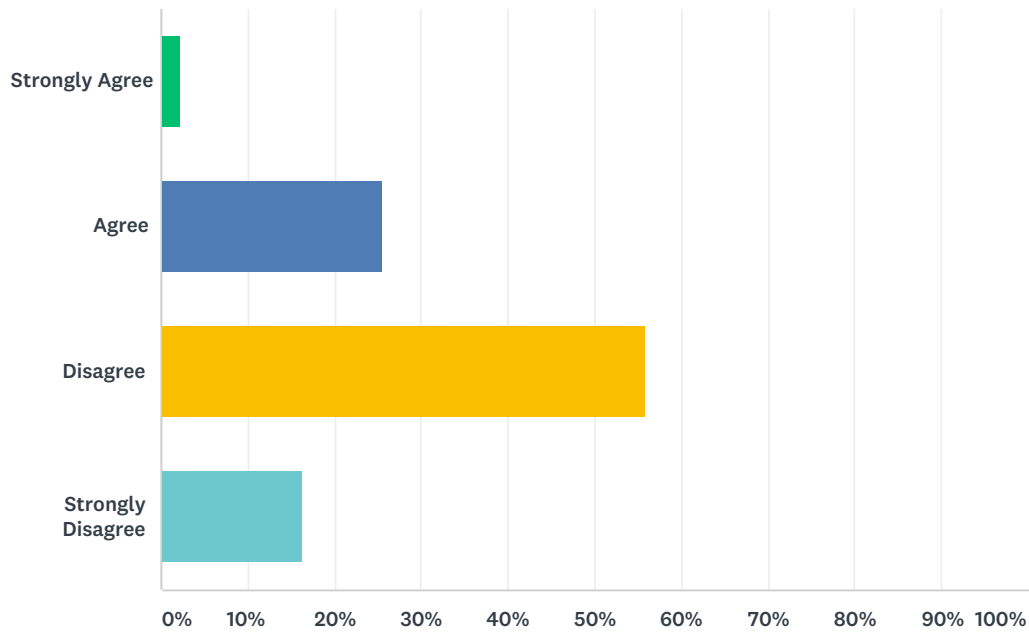
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Strongly Agree	16.28%	7
Agree	60.47%	26
Disagree	18.60%	8
Strongly Disagree	4.65%	2
<b>TOTAL</b>		<b>43</b>

### Q43 The board/commission typically “rubber stamps” the strategic plan that is drafted by the police service.

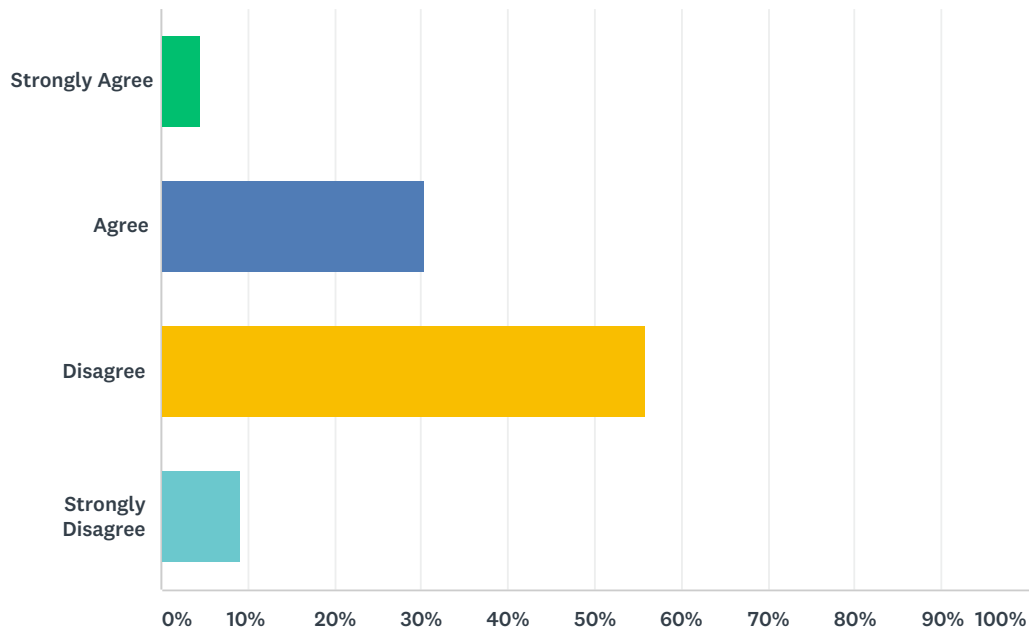
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Strongly Agree	2.33%	1
Agree	25.58%	11
Disagree	55.81%	24
Strongly Disagree	16.28%	7
TOTAL		43

### Q44 The strategic plan is essentially a marketing tool for the police service.

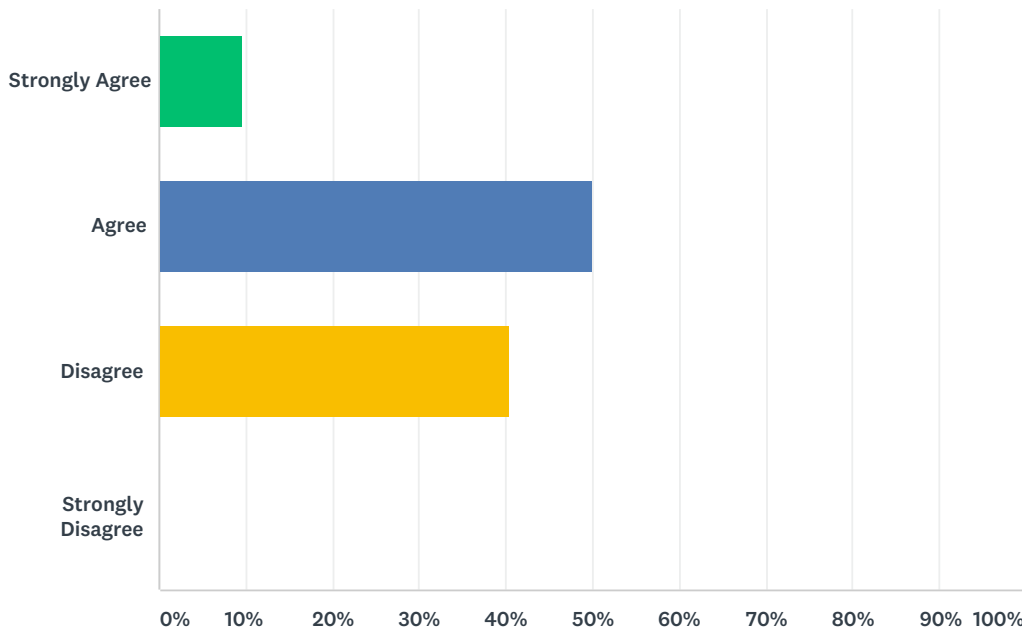
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Strongly Agree	4.65%	2
Agree	30.23%	13
Disagree	55.81%	24
Strongly Disagree	9.30%	4
TOTAL		43

### Q45 The strategic plan is essentially a communication tool for the police service.

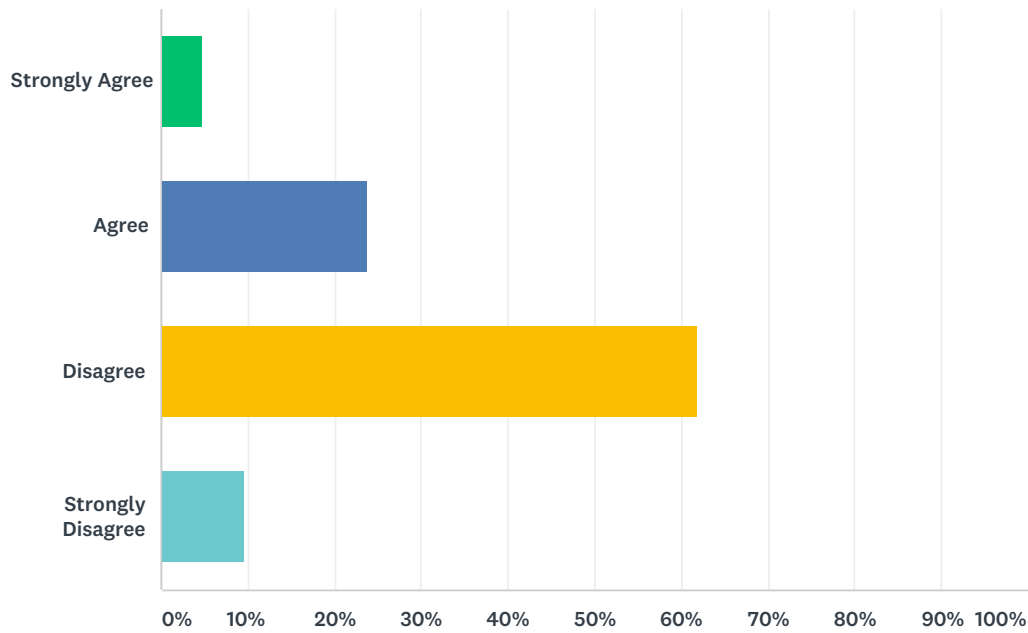
Answered: 42 Skipped: 20



ANSWER CHOICES	RESPONSES	
Strongly Agree	9.52%	4
Agree	50.00%	21
Disagree	40.48%	17
Strongly Disagree	0.00%	0
<b>TOTAL</b>		<b>42</b>

### Q46 The strategic plan is of limited use in guiding the ongoing decision making of the board/commission.

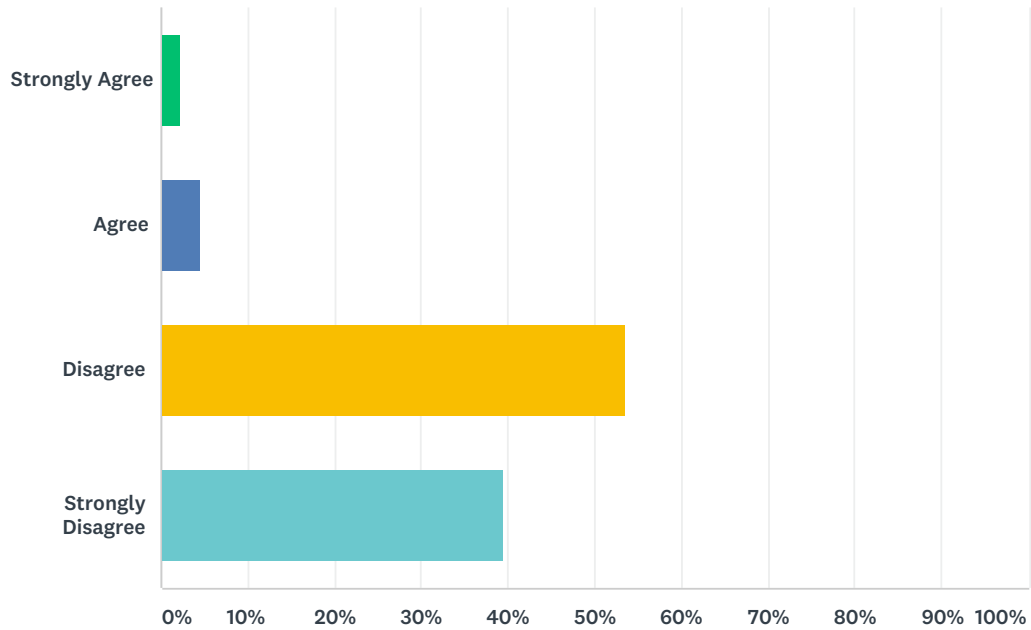
Answered: 42 Skipped: 20



ANSWER CHOICES	RESPONSES	
Strongly Agree	4.76%	2
Agree	23.81%	10
Disagree	61.90%	26
Strongly Disagree	9.52%	4
<b>TOTAL</b>		<b>42</b>

## Q47 I'm not really sure of the purpose of the strategic plan.

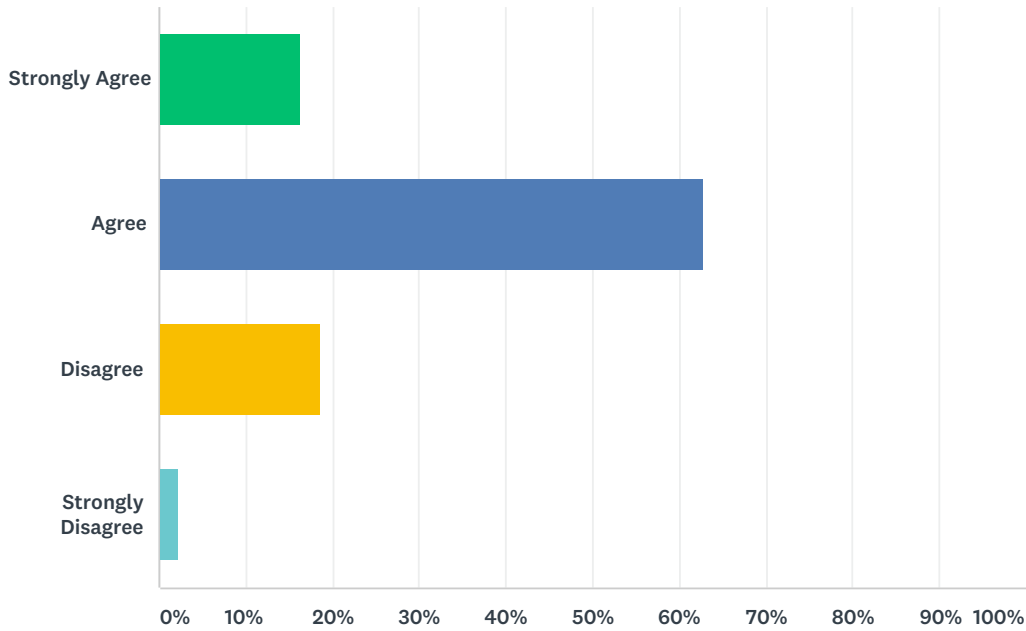
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES
Strongly Agree	2.33% 1
Agree	4.65% 2
Disagree	53.49% 23
Strongly Disagree	39.53% 17
TOTAL	43

### Q48 The strategic plan is a document that the board/commission uses to assess the performance of senior police management.

Answered: 43 Skipped: 19

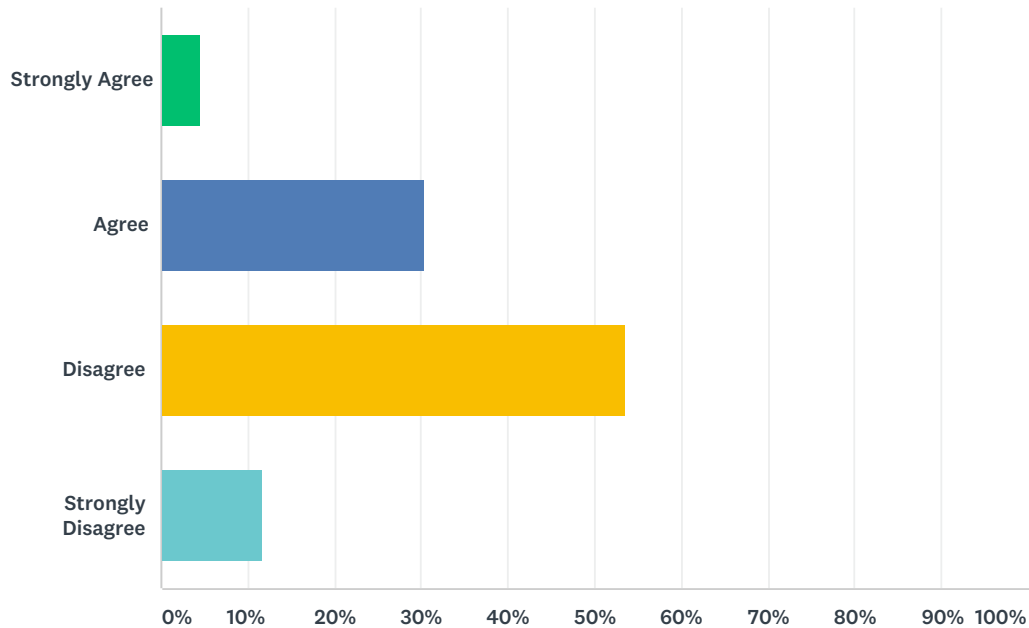


ANSWER CHOICES	RESPONSES	
Strongly Agree	16.28%	7
Agree	62.79%	27
Disagree	18.60%	8
Strongly Disagree	2.33%	1
<b>TOTAL</b>		<b>43</b>



**Q49 The board/commission rarely uses the strategic plan to anticipate potential challenges or opportunities that the police service may encounter going forward.**

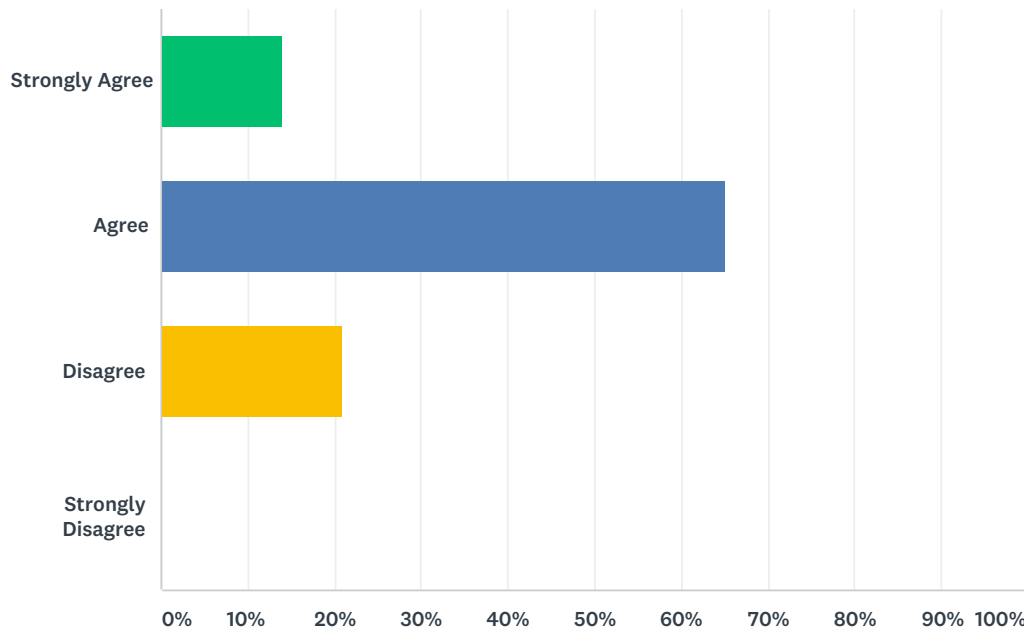
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Strongly Agree	4.65%	2
Agree	30.23%	13
Disagree	53.49%	23
Strongly Disagree	11.63%	5
TOTAL		43

### Q50 The strategic plan is regularly used to assess the organizational performance of the police service.

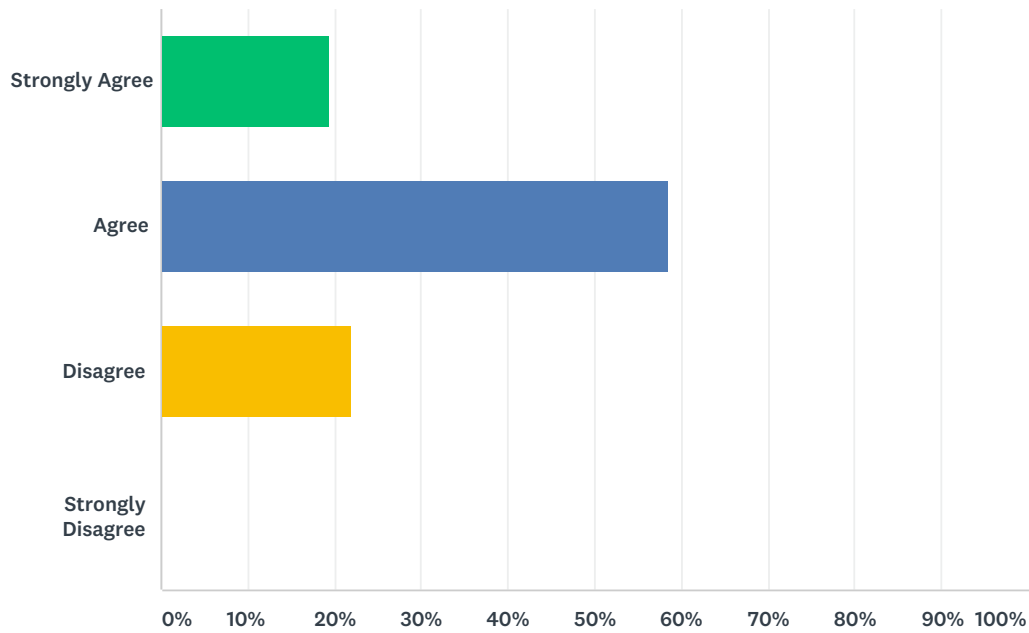
Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Strongly Agree	13.95%	6
Agree	65.12%	28
Disagree	20.93%	9
Strongly Disagree	0.00%	0
<b>TOTAL</b>		<b>43</b>

### Q51 The strategic plan is regularly used to assess the organizational performance of the Chief of Police.

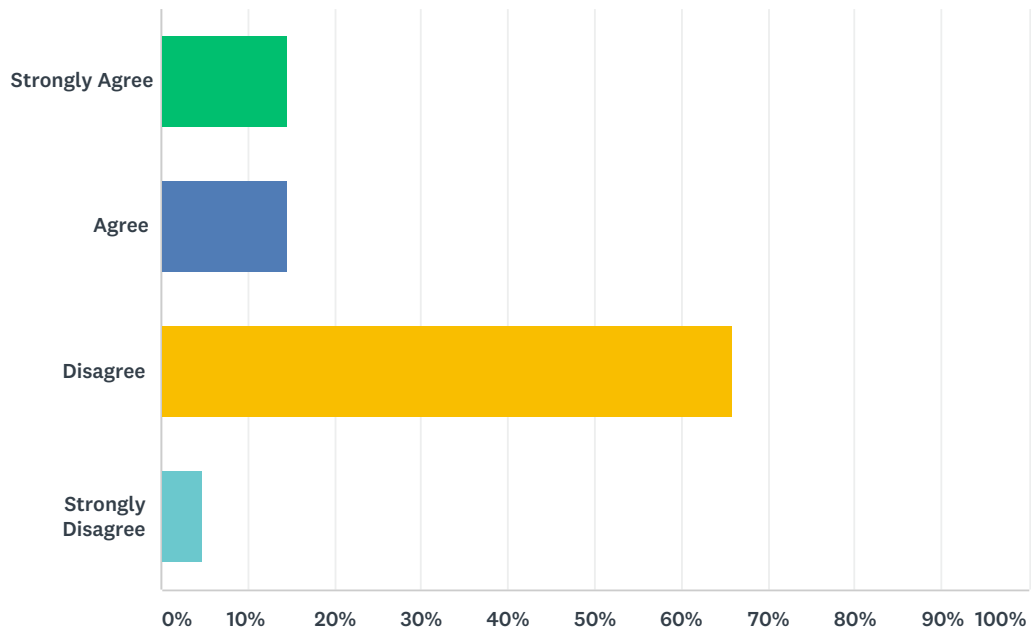
Answered: 41 Skipped: 21



ANSWER CHOICES	RESPONSES	
Strongly Agree	19.51%	8
Agree	58.54%	24
Disagree	21.95%	9
Strongly Disagree	0.00%	0
<b>TOTAL</b>		<b>41</b>

## Q52 There must be a better way to plan for the future than our current strategic planning process.

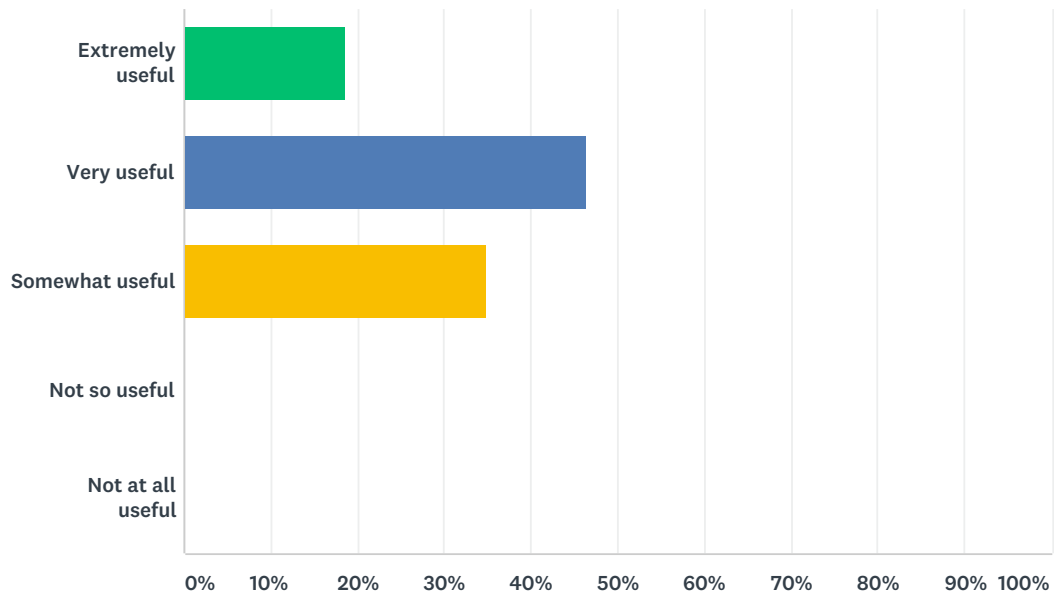
Answered: 41 Skipped: 21



ANSWER CHOICES	RESPONSES	
Strongly Agree	14.63%	6
Agree	14.63%	6
Disagree	65.85%	27
Strongly Disagree	4.88%	2
TOTAL		41

### Q53 Overall, how useful (i.e. does it make a difference) is your organization's strategic plan?

Answered: 43 Skipped: 19



ANSWER CHOICES	RESPONSES	
Extremely useful	18.60%	8
Very useful	46.51%	20
Somewhat useful	34.88%	15
Not so useful	0.00%	0
Not at all useful	0.00%	0
<b>TOTAL</b>		<b>43</b>

**Q54 If you are interested in taking part in further research into this topic, please enter your contact information below. This is completely optional but we would greatly appreciate your participation.**

Answered: 12 Skipped: 50

ANSWER CHOICES	RESPONSES	
Name	91.67%	11
Company	83.33%	10
Address	75.00%	9
Address 2	0.00%	0
City/Town	83.33%	10
State/Province	91.67%	11
ZIP/Postal Code	75.00%	9
Country	83.33%	10
Email Address	100.00%	12
Phone Number	91.67%	11