

**Report to / Rapport au:
OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

29 May 2023 / 29 mai 2023

**Submitted by / Soumis par:
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**SUBJECT: STRATEGIC PLAN DEVELOPMENT: CONSULTATION STRATEGY
AND PLANNING PROCESS**

**OBJET: ÉLABORATION DU PLAN STRATÉGIQUE : STRATÉGIE DE
CONSULTATION ET PROCESSUS DE PLANIFICATION**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1) Approve the consultation strategy and planning process outlined in this report to support the development of the Board's new strategic plan for the Ottawa Police Service.**
- 2) Direct that the consultation strategy for the strategic plan also be used to inform the development of the 2024 draft budget.**

RECOMMANDATIONS DU RAPPORT

Que la Commission des services policiers d'Ottawa :

- 1) Approuve la stratégie de consultation et le processus de planification exposés dans le présent rapport afin de soutenir l'élaboration du nouveau plan stratégique de la Commission pour le Service de police d'Ottawa.**

2) Demande que la stratégie de consultation pour le plan stratégique serve aussi à orienter l'élaboration du budget provisoire de 2024.

BACKGROUND

The *Police Services Act* (PSA), Ontario Regulation 3/99 Adequacy and Effectiveness of Police Services, s.30(1) requires that every police board prepare a business plan at least once every three years to guide the delivery of policing services to the community. In accordance with Ottawa Police Service Board (Board) Policy "BC-2 Monitoring Requirements, Chief's Requirements, Section 2(g)", the Board must be provided with status reports on the Business Plan and/or strategic priorities put in place. Throughout the planning cycle, the Board and the Service routinely monitor progress through bi-annual reports to the Board.

In recent years, the Board has adopted the language of referring to its 'business plan' as a 'strategic plan' in anticipation of the new *Police Services Act* being proclaimed into force. The new *Act* refers to a strategic plan rather than a business plan. The new legislation is not yet in force.

The 2019-2020 Strategic Direction was the last strategic plan submitted by the Board. It was informed by feedback received from residents, businesses, school boards, community partners and stakeholders, city councilors, Ottawa Police Service (OPS) members, and members of the Board and aimed to strengthen the day-to-day delivery of policing services to the community, including: responding to emergencies, investigating crime, maintaining public order, assisting victims, enforcing the law, and preventing crime. At the time the Plan was developed, the Service was in a period of transition: a new Board had been established; recruitment of a new Chief of Police and Chief Administrative Officer was underway; new legislation (the Ontario *Police Services Act*) was emerging; and work on a city-wide Community Safety and Well-Being Plan had commenced. The Plan focused on the three thematic areas of Community, Service, and Members.

DISCUSSION

The purpose of this report is to recommend a consultation strategy and planning process to support the development of the Board's next strategic plan.

The recommended approach is consistent with the requirements of the new *Community Safety and Policing Act* (2019), yet to be proclaimed into force, and also aligns with current municipal and provincial legislation and existing reporting and accountability requirements (identified in the background section of this report).

The OPS has pre-existing vision, mission, and value statements that can inform discussions around the Board's next strategic plan:

- **Vision:** To be a trusted partner in community safety. (This is forward-looking and challenges the organization to reach a desired future state.)
- **Mission:** To protect the safety and security of our communities
- **Values:** Honour, Courage and Service (to guide the actions, behaviours and professionalism of OPS members in achieving our vision and mission).

PROPOSED CONSULTATION STRATEGY (RECOMMENDATION 1)

When developing its strategic plan for the Service, the Board is required by legislation to consult with its municipal council, school boards, diverse and marginalized communities, community organizations and groups, businesses, and members of the public in the municipality it serves.

When the Board's Policy and Governance Committee met on May 1, 2023, to discuss strategic planning, the Committee noted it wanted to ensure as many stakeholders as possible could have their feedback reflected in the Board's strategic plan. With this input in mind, a robust consultation process has been developed in order to provide the Board and the Service with a thorough understanding of the policing and public safety issues that residents are most concerned about.

Residents and stakeholders will be provided with many opportunities to be heard – and they must also feel heard by seeing their cares and concerns reflected in the resulting strategic plan. This will not only help build trust, but also lay the groundwork for future community engagement.

We will be seeking guidance from our community partners in order to ensure our process will have multiple benefits, including:

- Increased citizen participation and trust in government and institutions;
- Increased social equity, including attention to the voices of marginalized groups;
- Improved employee engagement; and
- More ethical and more effective approaches to public communication.¹

¹ Macnamara, J. (2015). Creating an architecture of listening in organizations. University of Technology Sydney. Retrieved from: <https://www.uts.edu.au/sites/default/files/fass-organizational-listening-report.pdf>

The timeline for consultation is targeted for June to August. Consultation methods will be conducted in person and online and will be multi-lingual, supported by a communications plan.

The consultation tools will include, but are not limited to:

- Online survey
- Focus group and one-on-one discussions with community, including diverse and marginalized communities and community leaders
- Environmental scan (Crime trends, PESTLE, etc)
- Advanis Public Opinion Survey
- Environics Community Profile Interviews with Partners/Stakeholders (CEC, Associations, Schools, etc.)
- OPS Member Consultation, including consultation with the Ottawa Police Association and Senior Officer Association
- Social Media Data Analysis
- Public Delegations / Correspondence Analysis
- Interviews and survey with City Officials (Councillors, City Partners, CSWB)

We will be finalizing these approaches with input from the Board and community groups including the Community Equity Council.

The OPS will also review information collected during public information sessions within the City's CSWB program, which addresses local risks to safety and well-being at the community level in six key areas:

- simplifying and integrating systems,
- strategies to address discrimination, marginalization and racism,
- financial security and poverty reduction,
- housing,
- mental well-being, and
- gender-based violence and violence against women.

The CSWB plan, approved in October 2021, was developed through extensive engagement with residents and other stakeholders. This feedback will be incorporated in the final report.

The strategic planning process will be bookended with community engagement so that stakeholders can provide input during the first phase and, towards the end of the process, validate the draft plan to ensure it reflects their contributions. This will be accomplished by ensuring a copy of the draft strategic plan is shared back with those who contributed, as well as posted publicly on the Board's and the OPS' websites for review and additional feedback to further refine the final strategic plan.

PROPOSED PLANNING PROCESS (RECOMMENDATION 2)

Following the completion of the consultation phase of the strategic planning process, the Board, in consultation with the Chief, will begin the process of developing and drafting a strategic plan that reflects the feedback received from the public, partners and stakeholders, while also meeting the requirements of the *Act*.

A multi-step, facilitated process is being recommended to ensure an engaging and productive process that results in a carefully crafted strategic plan.

Recognizing the varied expertise and experience of the Board members, and in order to ensure maximum opportunity for individual Board member input, a series of small focus group discussions will take place, consisting of a combination of 2-3 Board members and 2-3 OPS members. Following completion of the first round of focus group discussions, a draft summary report will be created to consolidate the input from the focus groups. The summary report will then be presented during a second round of focus group discussions where the draft strategic plan will be developed and prepared for the final phase of community consultation.

The above process is similar to the approach being taken by the City in the development of its strategic plan and the involvement of City Councillors in the planning process.

Sheffe Consulting, which the Board is familiar with from its orientation session in early May, has been contracted to assist with the Board's strategic planning process due to the firm's expertise in planning and processes related to strategic planning, stakeholder consultations, retreats, conferences, debriefs and decision-making meetings.

STRATEGIC PLAN DEVELOPMENT & CONSULTATION TIMELINE

The following timeline has been established for the strategic plan development, including the consultation strategy. It is an ambitious timeline that is intended to align with the budget process in the fall.

Date	Deliverable
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May 29, 2023	Board approval of consultation strategy and planning process to support the development of the next strategic plan.
June 2023	Collection of existing datasets to develop a framework for questions for the public survey and other outreach initiatives.
June-August 2023	<p>Analysis of data and research collected and framing of areas of focus to develop draft strategies, identify focus groups/other stakeholder engagement, and support questions to ask during consultations.</p> <p>Public consultations, including public surveys, one-on-one meetings, focus groups, and environmental and social media scans.</p> <p>Compilation of all data to inform planning sessions with Board/OPS.</p>
August-September 2023	Facilitated strategic planning sessions with Board and OPS to review information collected and begin drafting the strategic plan.
September 2023	Draft strategic plan to be presented publicly for further feedback/refinement.
October 2023	Approval of final strategic plan.

CONSULTATION

The Board's Policy and Governance Committee was consulted on an overall approach to strategic planning at its meeting on May 1, 2023. Feedback from the Committee has been incorporated in this report.

The City of Ottawa, which is also in the process of developing an updated strategic plan, was also consulted on its approach to strategic planning. The process outlined in this report is similar to the approach taken by the City.

We have also been discussing strategic planning with Ottawa Public Health and the Community Equity Council.

FINANCIAL IMPLICATIONS

In order to make the most use of the financial and staff-related investments required to undertake a robust consultation strategy to support the development of the strategic plan, it is recommended that the consultation strategy be leveraged to support the development of the draft 2024 Budget.

Where possible, internal staff resources will be leveraged to support the consultation strategy and planning process.

There will still be external costs associated with both the consultation strategy as well as the planning process, and combined, these are estimated to be in the range of \$100-\$150K. This includes costs related to some of the survey work, data analysis, facilitation services, translation, and other external support that may be required.

Funds have been identified in both the Board and Service's budgets to support these anticipated costs.

CONCLUSION

Public safety is everyone's responsibility and is best managed with direct input from the people the OPS serves and protects. Now, more than ever, decisions about policing priorities require a whole-of-community approach. The launch this year of a consultation process to help support the Board in developing its strategic priorities is an opportunity to fully engage with residents from all of Ottawa's diverse communities. This will help ensure that decisions around allocating of resources and co-developing new public safety measures are rooted in the unique needs of each community. It will also allow the Board to align its priorities with the City's CSWB plan.

This year, a strategic planning process is being proposed that will deliver more than what is currently required under the current legislation to ensure the Board and Service are using evidence-based data to identify community priorities, that underserved groups have a voice in the process, and that openness and transparency are maximized.