

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

24 July 2023 / 24 juillet 2023

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

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**SUBJECT: UPDATE ON STRATEGIC PLANNING PROCESS AND
CONSULTATION STRATEGY**

**OBJET: MISE À JOUR SUR LA STRATÉGIE DE CONSULTATION ET LE
PROCESSUS DE PLANIFICATION STRATÉGIQUE**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

**Que la Commission de services policiers d'Ottawa prenne connaissance du
présent rapport à titre d'information.**

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. This report replaces the bi-annual report for July of 2023.

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 approved by the Board. It was informed by feedback received from residents, businesses, school boards, community partners and stakeholders, City Councillors, Ottawa Police Service (OPS) members, and members of the Board. It 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 four thematic areas of Advancing Neighbourhood Policing, Make Meaningful Progress on Equity, Diversity and Inclusion, Support our Members, and Modernize the Work Environment.

DISCUSSION

At its May meeting, the Board approved a consultation plan and approach for developing its 2023 to 2026 Strategic Plan. Since then, Board staff and the staff from the Ottawa Police Service have been working to implement the Board's direction.

All portions of the consultation plan and information gathering were launched at the beginning of July, and work continues on those consultations. The information will be presently publicly at a Special Meeting of the Board to be held on August 25th.

Included in the report will be:

Environmental Scan – Analysis of political, social, economic, technological, and environmental (PESTLE) current and emerging themes and their potential influences on policing in Ottawa.

Advanis Police Service Benchmark Study – An Ottawa-focused, national opinion poll of Canadians aged 18+ about their perceptions of police. The survey utilizes standardized questions based on Public Safety Canada (PSC) research, including 12 additional questions aligned with previous OPS public surveys.

Environics Community Profile – report of key demographic and social value indicators such as population, housing, diversity, health, and trust. This will improve understanding of diverse communities in Ottawa.

Ottawa Community Safety Trends – A overview of key policing and safety statistics, with benchmarking.

Chair-led Consultations – Staff from the OPS Community Safety and Well-Being Section worked with the Chair to develop an outreach strategy that is currently underway with a diverse range of stakeholders. The information from these discussions will be summarized for the Board’s review.

Community Survey - This multi-lingual survey is being advertised heavily on social media platforms, emailing and through one-to-one discussions in the community. So far, more than 3,000 people have filled out the survey. The preliminary results, including analysis of open-ended feedback, will be part of the August 18th package. While this is not a scientific poll, the themes and information gathered have great value for this discussion.

Mayor and Councillor Survey – A survey for Mayor and Councillors has been issued to complement one-to-one discussions with Council members. To date, 10 members of Council have completed the survey.

Community Consultation Summary - Throughout the year, OPS conducts consultation and outreach with multiple groups, including Indigenous communities, racialized communities, religious communities, 2SLGBTQ2I+ and others. A report including the important themes raised in these discussions will be summarized.

Delegation Summary – A summary of comments made by delegates to the Board over the past year will be included in this package.

Social Media Analysis – A high-level summary of issues and sentiments gathered through social media is being developed.

Internal Member Engagements and Survey - An internal consultation effort has also been launched, including group interviews with frontline members and an internal survey. So far, more than 500 responses to the internal survey have been received.

STRATEGIC PLAN DEVELOPMENT

Following the completion of the consultation phase of the strategic planning process, including the Special Meeting on August 25, where the consultation findings will be presented, 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 will be held to ensure an engaging and productive process that results in a carefully crafted strategic plan. It will consist of a series of small

focus group discussions that include a combination of 2-3 Board members and 2-3 OPS members.

Following the 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.

This information is expected to be presented at a special meeting of the Board in early October, followed by a period of additional community consultation to validate the draft strategic plan and priorities. The final strategic plan is expected to be considered for approval at the Board's October 23 public meeting.

The above process is similar to the approach taken by the City in developing council priorities and engaging 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.

CONCLUSION

This report provides an update to the Board on the information-gathering and consultation activities currently underway to support the Board's Strategic Planning process. The information will be available to the Board and the public in August.