

Report to / Rapport au:

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

24 June 2019 / 24 juin 2019

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

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SUBJECT: STRATEGIC DIRECTION FOR THE OTTAWA POLICE SERVICE 2019-2020

OBJET: ORIENTATION STRATÉGIQUE 2019-2020 DU SERVICE DE POLICE D'OTTAWA

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board approve the draft Strategic Direction for the Ottawa Police Service 2019-2020 attached as Documents 1-4.

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa approuve l'ébauche de l'Orientation stratégique 2019-2020 du Service de police d'Ottawa ci-jointe (documents 1-4).

BACKGROUND

The Police Services Act, Ontario Regulation 3/99 Adequacy and Effectiveness of Police Services, s.30(1) requires that every board prepare a business plan for its police force at least once every three years to guide the delivery of policing services to the community.

The 2019-2020 Plan is the Ottawa Police Services Board's eighth plan since 1995. It sets the strategic direction of the organization for the next eighteen months. It is a collective response to identified community concerns and policing pressures. The plan

aims 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.

The 2019-2020 Plan is informed by feedback received from residents, businesses, school boards, community partners and stakeholders, city councillors, Ottawa Police Service (OPS) members, and members of the Ottawa Police Services Board.

The Service is currently in a period of transition, with several key activities that will influence the direction of the Service in the near term. This includes, increased familiarization of the newly established Board; a new Chief of Police and Chief Administrative Officer; emerging legislation (Bill 68 Community Safety and Policing Act); and a city-wide Community Safety and Well-Being Plan.

This Plan continues to focus on the three thematic areas of Community, Service and Members. Given the transition period as agreed with the Board in March 2019, this Plan has a shortened horizon of 18 months taking the Service to the end of 2020. With the shorter duration, this Plan is both strategic and tactical, and identifies four key priorities that cut across the three thematic areas, supported by targeted activities and key deliverables.

The 2019-2020 Plan makes necessary adjustments that respond to community and Member needs in the short term.

DISCUSSION

Planning Process

The business planning process began in the summer of 2018. Through a variety of consultative processes (described below in the “Consultation” section of this report) and research, the OPS has taken stock of our external and internal environments to identify trends, community and member concerns, and potential challenges. Through this process, we have determined that:

- Violent crime (rate / severity) is on the rise in Ottawa, reflective of a national trend;
- Public trust in the Service remains high but an increasing number of residents indicate trust is declining;
- The public wants to see an increased police presence and familiarly with officers at the neighbourhood level;
- Ottawa residents want to see frontline officers better trained in cultural diversity and in dealing with persons with mental health issues;

- New and upcoming legislation will affect oversight and police operations;
- Municipal tax rate targets and changes to provincial government grant programs are creating budgetary pressures;
- Member engagement continues to be a challenge, and not all Members feel equally included;
- The need for Member health and wellness supports is increasing;
- The diversity of our membership has improved in some areas but not others;
- There are continued staffing pressures;
- Relationships internally and with the community need to be strengthened; and
- Members and the community are looking for improved communications as well as action and follow-up.

This compilation of research and input was considered by the (former) Ottawa Police Services Board (OPSB) and OPS Senior Leadership Team (SLT) at two joint planning sessions in the Fall of October 2018. At those sessions, which were facilitated by an external consultant, strategic direction was set.

On November 21, 2018, the results of the three research studies as well as the emerging strategic goals were presented to the Board's Policy and Governance Committee (full presentations), and to the full Board a week later in the form of a Board report.

Given that the Plan provides forward looking direction, it was important to gather input from the new Board that was appointed in December 2018. As such, the OPS senior leaders and the PSB convened for two full day planning sessions in late March 2019 that were facilitated by an external party.

2019-2020 Strategic Direction

The OPS Vision, Mission and Values statements were re-confirmed with the former Board in October 2018 and again with the current Board in March 2019. The current Board expressed interest in re-visiting the Values during the development stage of the next Plan to ensure they are well understood internally and expressed through Member actions and behaviours, and aligned with community expectations.

Community, Service and Members are the three areas of focus that will continue to serve as the foundation for the Plan over the next eighteen months.

Over the coming eighteen months, the OPS will focus on the following four priorities:

1. Advancing Community Policing
2. Making Meaningful Progress on Equity, Diversity and Inclusion (EDI)
3. Supporting our Members; and
4. Modernizing the Work Environment

A short-form Plan including a one-page summary of our focus including supporting activities is attached as Document 1 to this report.

Next Steps

The Service will communicate our renewed focus to the membership and the community through a variety of methods, and will track and report on progress to the Board and the membership at regularly scheduled intervals.

CONSULTATION

Engagement, participation, ongoing dialogue, input and feedback are an essential component of the business planning process. From the beginning of the planning process to today, the OPSB and the OPS have sought to engage and consult with a broad audience, and have enhanced the approach to ensure that the perceptions from a wider range of residents and community stakeholders were gathered, and earlier on in the process; and to collect information from its Members on perceptions of diversity and inclusion.

Research

The Board and the OPS engaged in three major research projects:

- Public opinion research;
- Member census; and
- Member engagement survey.

The results of the three research projects were presented to the Board's Policy and Governance Committee on November 21, 2018. Copies of the research reports as well as the presentation decks are on the Board's website and are publicly available. An Environmental Scan conducted by the Service includes the results of this research as well as a review of: demographic and societal trends; crime and public safety trends; trends in technology; legislative and regulatory changes; the political environment; and internal pressures and risks.

Board and SLT Input – Wave 1

The Board and the OPS Senior Leadership Team met for two half day sessions in the Fall of 2018 to receive the results of the research and the environmental scan, and to identify priorities for the next few years.

Public Validation

At the Board's Policy and Governance Committee meeting on November 21, 2018, following presentation of the research results, the OPS presented the emerging goals resulting from the joint planning workshops in the Fall, along with planned strategic activities to support achievement of those goals. Both the Board and members of the public were afforded the opportunity to comment and ask questions. Most of the feedback received at this meeting was around community policing, and a desire to return to the former model which included neighbourhood officers.

The January 28, 2019 Board meeting included a presentation on Community Policing which received similar feedback as in November.

Board and SLT Input – Wave 2

Two full day joint planning sessions were held with the Board and OPS senior leaders in March 2019. The purpose of day 1 was to provide the new Board members with an overview of / orientation to the Service. The purpose of day 2 was to review the research results and the outcomes of the Fall 2018 planning sessions, and to get the current Board's views on strategic direction for the Service. The attached Document 1 reflects the input received at these sessions, later by the OPS with regard to key activities, as well as from the Board's Policy and Governance Committee on June 6, 2019.

FINANCIAL IMPLICATIONS

Costs associated with implementing the Plan are built into the OPS annual operating budget in each of the planning years. OPS' annual budgets are subject to Board approval each year.

SUPPORTING DOCUMENTATION

Document 1 – Strategic Direction Summary – ENGLISH

Document 2 – Strategic Direction Summary – FRENCH

Document 3 – Strategic Direction for the OPS 2019-2020 (working draft) – ENGLISH

Document 4 – Strategic Direction for the OPS 2019-2020 (working draft) – FRENCH

CONCLUSION

I am pleased to present the 2019-2020 Strategic Direction for the Service for Board approval. It is a product of collaborative work and valuable input to making Ottawa a safer community. The Board, our Members and our communities have taken the opportunity to help shape and set the direction for the Service for the next eighteen months.

The Board and the Service have received and considered a substantial amount of input, and have identified actions focused on:

- Advancing Community Policing;
- Making Meaningful Progress on Equity, Diversity & Inclusion (EDI);
- Supporting the Members; and
- Modernizing the Work Environment.

Following Board approval, the 2019-2020 Plan (Document 1) will be published in both official languages and circulated throughout the OPS organization and within the community.

Progress will be monitored regularly and will be reported to the Board semi-annually at regular Board meetings and through the Policy and Governance committee in accordance with legislated requirements and Board policy.

This 2019-2020 Plan is one step on our journey. In 2020 we will begin collecting additional input to help shape the next Plan. I am confident that with the Members of the Service along with the continued engagement of our community and community partners, we will achieve success.