Let's Chat: Priorities

Partnering and Investing in Community Safety

Strategic Engagement on Draft 2016-2018 Business Plan

REPORT

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EXECUTIVE SUMMARY

The Ottawa Police Services Board (OPSB) and the Ottawa Police Service (OPS) are currently in the final phases of developing the 2016-2018 OPS Business Plan. The plan guides the OPS in the delivery of policing services in the Ottawa community for the next three years. Based on previous research, public and member surveys, a survey of municipal elected officials, stakeholder consultations and joint planning sessions, a proposed set of strategic priorities, goals and objectives was drafted and released for comment (see Annex C: Draft Strategic Priorities, Goals and Objectives for a summary). This report includes a summary and analysis of the feedback and a set of consultant recommendations for changes to consider for the final version.

Let's Chat Consultations: Purpose and Overview

The purpose of the consultation is to confirm and validate the draft goals and objectives for the next three years based on the input already received. *Did we get it right? Did we miss something?*

This process was designed to *Inform* and to *Engage* community stakeholders and OPS members*:*

- to inform about the process to date, current challenges facing policing, and the current content of the proposed goals and objectives; and,
- to engage people and gather input on the draft goals and objectives in order to ensure they address the needs and priorities of our members, partners and community.

The input will be used to make adjustments to the plan as necessary.

Method

Two parallel processes were employed to inform and engage, both offering basic context, content and questions in slightly different formats: an online consultation survey and a participatory Let's Chat evening event at the St. Elias Centre. Participants at the Let's Chat in-person event were provided with more in-depth background information prior to discussions, whereas online participants were provided with a succinct overview to set the stage. Everyone was invited to engage with whichever format was most interesting and convenient to them.

In-Person Consultation

71 community stakeholders (including affiliates of 30 community organizations), 36 OPS members, and 25 table hosts attended the 3-hour evening event at the St. Elias Centre on November 5, 2015. The event was opened and closed with comments from the Chair of the Police Services Board and the OPS Chief of Police, and included presentations on the Challenges of Policing and the Business Planning Process to date. Following the presentation of the background material and draft goals and objectives for 2016-2018, participants self-selected tables according to a strategic priority of interest (Community, Members or Service) and were asked to discuss and respond to the following questions:

- *In what ways do these goals and objectives capture for you what is most important for this strategic priority?*
- *What would you suggest improving?*

Input was captured via personal written worksheets, notes and verbal debriefs of trained table hosts facilitating table discussions, and a live polling activity. Participants had the opportunity to discuss two of the three strategic priorities at small table discussions, and comment on all of them during the live polling activity.

Online Consultation

An online survey was also conducted over a two week period (Nov 4-19th) for community members and members of the Ottawa Police Service. The survey contained eight key questions about the content of the business plan overall, as well as each set of goals and objectives individually. Optional demographic information was also requested. To provide context for the Business Plan draft goals and objectives, a brief synopsis of key points from the two presentations made at the Let's Chat session was provided for online survey participants. Of the 95 individuals that participated in the online survey, 52% did not progress further than selecting their language of preference, and only 28 surveys (29%) were fully completed. Of those completed, 59% were completed by members of the community and 41% by members of OPS.

Results

All of the input received through the in-person Let's Chat consultation and the parallel online Let's Chat consultation survey have been synthesized, analyzed, and presented in this report.

Overall, the intent of goals and objectives as currently stated was reported by table hosts as being generally accepted by most people at the in-person event, and most people see their concerns reflected in the plan. The online survey indicated an approximate 50-50 split between those satisfied, and those not fully satisfied. However, many responses also indicated they did not see their concerns reflected, many provided issue-driven comments as opposed to being in response to the draft Business Plan, and many people stated the wording was too vague to understand what it meant (e.g. 'risk-activities') or too specific to understand without background information (e.g. reference to SI, Real You).

While the questions developed for the consultation session were devised to gather input related specifically to the current draft of the proposed Business Plan, there may have been a lack of understanding amongst some participants as to the purpose and role of a strategic plan, and what 'level' the associated goals and objectives should be written at. The discussion at the in-person session and the comments gathered via the online survey suggest that there was a lot of interest in discussing the more specific/operational strategies, programs and actions needed to fulfill these goals and objectives. As a result, much of the feedback received relates more specifically to the implementation of the Business Plan versus the draft Business Plan goals and objectives presented.

There are a few areas where suggestions have been made to further articulate concept of risk, higher needs communities, and the intention to build trust and confidence in the OPS. There was noted confusion over the relationship of the Chief's operational priorities and the business plan strategic priorities. There are also some specific suggestions to tweak some of the language to ensure inclusivity.

Consultant Recommendations

The feedback collected in this process came through an open invitation to the public, agencies and members of the Ottawa Police Service. While it does represent the opinions of over 150 individuals, many affiliated with local organizations, it cannot be considered to be a firmly representative sample of Ottawa due to the low number of responses. In that light, the following recommendations must be weighed in relation to the broader consultation process that took place prior to this draft, which garnered information from over 4,000 individuals.

It is recommended that the following adjustments to the draft Business Plan be considered. All input was analyzed in order to produce relative weightings of themes/suggestions/comments offered by participants on a scale of 1 – 5, and these weightings are presented in a bracket. The weighting scale used was: 1 = 1-3 comments, 2 = 4-5 comments, 3 = 4-5 comments + submitted as a theme by one or more table hosts, 4 = a

theme submitted by one or more table hosts or >5 related comments, 5 = 10+ comments and a theme at multiple tables.

1. No major pivots are required in terms of *intent* behind Business Plan, as there was agreement in terms of:
    - Selection of the three strategic priorities (Community, Members, Service)
    - The focus on core policing, and on priority areas based on risk/need.
    - The need to be innovative and efficient given financial constraints.
    - The importance of working in partnerships, and in engaging and mobilizing the community.
    - The need to support members' health, career growth and engagement.
        - The importance of member wellbeing and resilience is a key issue that should remain highlighted, with emphasis on support programs, training and adequate resourcing for higher demand areas (e.g. Elder abuse, VAW, etc.). This was an area of strong consensus between OPS Members and the Community.

2. Based on the input, there may be merit in addressing the following perceived gaps and areas of confusion in the Business Plan goals and objectives or within the more detailed Business Plan document:
    - Consider articulating an objective relating directly to the need for OPS to build trust and address fear, in particular with high needs/vulnerable/less visible communities or higher risk neighbourhoods (4)
        - *Rationale: This issue was raised numerous times at the Community tables during the in-person event. In some cases, discussions and notes centered on the desire for particular strategies or activities with the community, which we interpret would serve the higher level need to build trust and confidence. In the online survey, many comments related indirectly to this (e.g. a diverse force to reflect the community we serve, and several directly.*
    - Clarify the relationship (alignment and differences) between the Chief's Priorities and the business plan strategic priorities (2)
        - *Rationale: several comments were received with direct suggestions for this, many comments demonstrated that the difference between the Chief's Priorities and the Strategic Priorities were unclear or not well understood, and several table hosts reported questions about this during their in-person discussions.*
    - Offer an indication within the business plan of what it is and what it is not (e.g. an action plan), and how members and the community can follow-up and see the action plans that unfold from this strategic document (4)
        - *Rationale: over 50% of the feedback received related to actions or strategies, not to guiding goals or objectives, indicating that the role of the Business Plan at the strategic level is not always well understood. This can lead to frustration and undue criticism.*
    - Articulating specific communities within relevant goals and objectives (2)
        - *Rationale: Community members want to see themselves and other communities directly reflected in the plan. For example, recurring questions regarding elderly, marginalized communities, youth, newcomers and refugees, Muslim women and other communities were repeatedly highlighted and identified by the community as those most at risk. While priorities may include for example a focus on violence against all women, in which Muslim women are included, it can be reassuring to see this articulated for communities who are still struggling to find their sense of place.*

- Given the average levels of satisfaction with the wording of the goals and objectives as tested, some modifications to the wording of goals and objectives are warranted:
    - Ensure the business plan is written in terminology that is well understood and accessible to its audience, which includes the general public as well as members of the OPS. (4) *There were numerous comments in online survey output that mentioned "too vague", "high-level", "plain language", "non political speak", etc. and at in-person session, many participants/table hosts were requesting clarification from OPS members present. All of which suggests need for revision to wording to be more clear, meaningful to all audiences.*
    - Consider removing / re-working the phrase "risk activities" as it is causing repeated confusion in the community. (3)
    - Clearly articulate the meaning of a risk-based approach in the business plan. (2)
    - Modify goal C.1 to say "…supporting *all* communities, *especially high needs communities*". (3)
    - Review use of terminology that was not well-understood, including "risk activities", "risk-driven collaboration", and "creative leadership".

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1 Introduction

1.1 Background

The Ottawa Police Services Board and the Ottawa Police Service are currently in the final phases of developing the 2016-2018 OPS Business Plan, as indicated by Figure 1: Where we are in the business planning process is shown below. The plan guides OPS in the delivery of policing services in the Ottawa community for the next three years. Based on previous research, public and member surveys, survey with elected municipal officials, stakeholder consultations and joint planning sessions, a proposed set of strategic priorities, goals and objectives was drafted and released for comment and feedback (See Annex B: Strategic Priorities, Goals and Objectives for a summary).

Figure 1: Where we are in the Business Planning Process

1.2 Let's Chat Consultations: Purpose and Overview

The purpose of the consultation is to confirm and validate the draft goals and objectives for the next three years based on the input already received. *Did we get it right? Did we miss something?*

The process was designed to *Inform* and to *Engage* community stakeholders and OPS members*:*

- to *inform* about the process to date, current challenges facing policing, and the current content of the proposed goals and objectives; and,
- to *engage* people and gather input on the draft goals and objectives in order to ensure they address the needs and priorities of our members, partners and community.

The input will be used to make adjustments to the plan as necessary.

1.3 Approach and Limitations

Two parallel processes were employed to inform and engage, both offering basic context, content and questions in slightly different formats: an online consultation survey and a participatory Let's Chat evening event at the St. Elias Centre. These processes were intended to be two different options for providing the same feedback, and thus designed to be very similar. Some differences were necessary to accommodate for the different platforms, for example participants at the Let's Chat in-person event were provided with more in-depth background information prior to discussions, whereas online

participants were provided with a succinct overview to set the stage. The rationale for this was two-fold; first, participants generally don't like to review large amounts of information online, and second, the final presentations were not available in time to be prepared in the appropriate format for posting. To keep the event within the allotted time, participants at the in-person event were invited to discuss two of the three strategic priorities (according to their preference) and briefly comment on any or all during the live polling activity, whereas online participants were invited to directly respond to questions on all 3 strategic priorities. Everyone was invited to engage with whichever format was most interesting and convenient to them.

1.3.1 In-Person Consultation

71 community stakeholders (including affiliates of 30 community organizations), 36 OPS members, and 25 table hosts attended the 3-hour evening event at the St. Elias Centre on November 5, 2015. The event was opened and closed with comments from the Chair of the Police Services Board and the OPS Chief of Police, and included presentations on the Challenges of Policing and the Business Planning Process to date. Following the presentation of the background material and draft goals and objectives for 2016-2018, participants were seated at small group tables with trained table hosts to discuss the proposed goals and objectives of 1 of 3 strategic priorities based on their personal interest. In the second round of table discussions participants were invited to move to another table to discuss a second strategic priority. This format offers an opportunity for participants to share and discuss concerns and questions before finalizing their suggestions.

1.3.1.1 Information Leveling

To help level participants' understanding of the current context before requesting feedback, two presentations were shared during the in-person consultation to support the presentation of the current Business Plan draft:

1. Strategic Priority Setting in a Changing Policing Landscape: 2016-2018 Business Plan (current trends and challenges in policing)
2. Building a Business Plan (overview of the process to date and the current proposed plan)

Limitations: Limitations include an inability to collect quantitative data on weightings of opinions and feedback due to the conversational nature of the event. Themes are captured qualitatively through table host reports, observations during plenary debriefs, and review of submitted worksheets – however most participants do not complete the worksheets and submit their feedback verbally through the table host. Another limitation of the event was the unavailability of the draft plan and background materials prior to the event for review by participants. The draft business plan goals and objectives were intended to be released 1 week prior to the session, however this was not achieved.

1.3.2 Online survey

Online, participants were presented with the Goals and Objectives of each Strategic Priority in turn, allowing for specific suggestions to be submitted for each section, as well as an opportunity to provide feedback on the Business Plan as an overall package. Questions addressed how well the content reflects the input received to date, how well it reflects their own priority concerns, and if there are any suggested improvements based on this. OPS members were also asked to what extent they see themselves contributing to the priorities, goals and overall strategy in their work.

1.3.2.1 Information Levelling

For those completing the survey online, a summary version of the business planning process to date was available for review (see Annex A).

Limitations: Limitations include that we do not know if some participants submitted feedback in both processes (online and in-person). The demographic information questions were not mandatory, however every respondent who progressed to that stage of the survey answered them.

Of the 95 respondents that began the survey, 28 completed it. Of the 67 partially completed surveys, only 19 progressed beyond selecting their language of preference. Of the 47 responses that progressed beyond the language of preference, 59% were completed by members of the community and 41% by members of the Ottawa Police Service.

The number of responses was fewer than hoped, and the reason for this is unclear. Possible explanations include the timing of the process, which competed for attention with the run-up to the Federal election, Crime Prevention week, and a variety of other local events. Also, the compressed timeline of the project contributed to a lack of lead time for respondents to plan to do the survey, review material and schedule time to complete the survey.

The reason for the low number of completed surveys is also unclear, however in addition to the above reasons, another possible explanation may be the length and density of some of the content necessary to answer the questions exceeded the time and attention participants were willing to give to providing feedback. The survey was available on the same platform at the same link in both official languages. It is also possible that some participants were primarily interested in injecting a particular comment or cause, and not in providing feedback on the full plan, as is sometimes common in these types of consultations. However, this is not supported when the individual responses are viewed as we do not find any partially completed surveys that contain only a pointed comment – they are either fully complete, or the participant stopped filling out the survey early on.

1.3.3 Promotion of the in-person and online consultations

The Ottawa Police Service used a mix of promotional tools throughout the project:

- Website: a draft of the business plan was made available on the main OPS website to give the public a chance to review the three priority areas. In addition to the Draft Business plan, the website also had a Q & A document, and a public survey.
- Personalized outreach to stakeholders and networks/valued partners. This included a personalized and direct approach by using Email and Telephone calls as well as word of mouth at 15+ standing committee meetings.
- 2000 flyers (4x6) posters were hand delivered throughout the city to faith-based institutes, libraries, social assistance offices, recreation complexes and malls.

2 Results

The following results are synthesized from the electronic feedback received via the online survey, notes captured by the table hosts and the worksheets that were completed by participants at the live event and provided to the project team and the comments texted in to the live poll.

Overall, the majority of those who participated either in-person (reported by table hosts as 'most people') or online (59%) in the consultation were generally satisfied with the intent behind the draft goals and objectives.

While the questions developed for the consultation session were devised to gather input related specifically to the current draft of the proposed Business Plan, the discussion at the in-person session and the comments gathered via the online survey suggest that there was a lot of interest in discussing the more specific/operational strategies, programs and actions needed to fulfill these goals and objectives. Some participants were expecting more detail regarding concrete actions that would be developed in Operational Plans. These requests for more specific actions may also be due to lack of clarity in the wording of goals/objectives (i.e. if the goals/objectives as stated were not well understood, examples of actions were sought to better understand the goal). Clarifying wording of goals and objectives may address this.

The analysis of all input has resulted in relative weightings of suggestions/comments indicated on a scale of 1 – 5, where 1 = 1-3 comments, 2 = 4-5 comments, 3 = 4-5 comments + submitted as a theme by one or more table hosts, 4 = a theme submitted by one or more table hosts or >5 related comments, 5 = 10+ comments and a theme at multiple tables. Due to the small sample size, there are many comments with a low weighting, but they have been included for consideration.

2.1 General Feedback Re. Business Plan

Business Plan

Overall, many people who participated in the consultation were generally satisfied with the selection of the three areas of priority (Community, Members, Service), and the intent behind the draft goals and objectives. The following list highlights some suggestions about what was missed:

Feedback Re. Business Plan as a Whole

- Approximately half of respondents online indicated they thought the priorities and goals presented are relatively appropriate, comprehensive and achievable in supporting OPS's mission and vision, while half indicated little to mediocre confidence that this is the case.
- 58% of the 43 respondents who answered this question online said the business plan as a whole captures the issues they see as most important 'somewhat well', 18% responded 'not very well' and 9% not at all. 14% responded 'extremely well'.
- At the in person event, participants were asked to focus on a particular strategic priority, and as such didn't comment extensively on the Business Plan as a whole.

Feedback Re. Perceived Gaps/Issues Not Addressed in Business Plan:

- The draft Business Plan does not identify vulnerable populations that are more at risk and articulate what OPS is doing to address this. Some examples highlighted included older adults/seniors, youth, newcomers, marginalized diversity and specifically hate crimes towards the Muslim community. (4)
- The draft Business Plan did not include an objective relating directly to the need for OPS to build trust and address fear, in particular with high needs/vulnerable/less visible communities or higher risk neighbourhoods. (4)

Feedback Re. Strategic Priorities:

- Several comments were submitted relating to the order of the Strategic Priorities, requesting they be reset in a different order to reflect priority: Service, Members, Community. (1)

Feedback Re. Chief's Operational Priorities

- There is overall ambiguity around the Chief's operational priorities and the need to be clearer on how they fit with the three priority areas of service, members and community. (3)
- One suggestion was to ensure top-down integrity of the document. Specifically, to show the Chief's operational priorities at the top as the umbrella with the objectives under these and showing how they link together. For example: how Community objective 1 contributes to 1 or all 3 of the Chief's priorities. (1)
- Some suggested that the Chief's priorities should be the community's priorities, given that the Chief works for, and is accountable to the community. (1)

Comments relating to the Implementation of the Business Plan

- One respondent stated that applying Bill C-36 Protection of Communities and Exploited Persons Act does not appear to be included. (1)
- Requests for related action plans (see explanation above). (3)

2.2 Feedback Re. Community Strategic Priority

The strategic priority of community was the most popular discussion topic at the in-person consultation, with nine table discussions. Online, 37 responses were received to the questions about this priority. Of these 37 responses, 20 indicated the goals and objectives captured what was most important for them, while 16 indicated they were missing something. Comments provided range from solving gun and gang crime to challenging oppression to concerns over lack of police capacity to requests to simplify the language. There is no one theme that arises from the online comments, but the weightings below do include them with the in-person feedback.

Business Plan: Community Goals and Objectives

- Validation of the need for partnerships that are meaningful to the community (5)
- Concern over liberal use of the word "risk" (4)
- Missing verbalization of "youth" in community pillar (4)
- Missing mention of mental health issues (3)
- Suggestion to focus on using Social Media to help build trust with young people using positive stories about police who are role models in the community (3)
- Requests to Increase patrolling and visibility (3)
- Request to offer police training in intercultural communications (2)
- Request to create some kind of police-community committee with representatives for all different groups and 'communities', inspired by the new Trudeau Cabinet. This could be new, or a re-imagined version of COMPAC (2)
- Clearly define how OPS will "support communities" (1)

Comments relating to the Implementation of this strategic priority

- In relation to goal C1.2: request to ensure staff is not cut but instead added to services that support vulnerable communities, i.e. elder abuse, partner assault, youth (1)
- Request to develop a tool to track crime by age of victim, as a way to track Elder Abuse across sections (e.g. fraud, assault, etc.). From this data regular public reports could be developed to track trends in elder abuse and engage with community partners to develop 'proactive policing response" to this issue. This relates to goal C1.3 (1)
- Suggestion to create a mentorship program that matches police officers with community health workers or other people working with specific 'communities' (1)
- Suggestion to Identify / Develop tools / Research / Strategies to address the influx of refugees from Syria, Iraq and other countries over the next 3 years. Look at gaining learning and best practices from the Vietnam and Somali refugee experiences, and engage with community partners also working with refugees / settlement agencies (1)
- Suggestion to distribute further Information needs on current crime/police issues to help people understand the context for the direction OPS is choosing to focus on (1)
- Suggestion to develop particular communication channels for particular communities (1)
- Suggestion to address the lack of Police Officers Per Capita that the Community is unaware of (1)
- Suggestion to ensure the plan is aligned with and promoting Federal frameworks for community safety (i.e. Bill C-36) (1)
- Request for a listserve in the community as an electronic billboard, which is seen as a good way to share information (1)
- Suggestions to develop specific partnerships with Community Health Centres (1)
- Request to not make changes to the Home Security Inspection Program (1)

2.3 Feedback Re. Members Strategic Priority

The strategic priority of Members was discussed by 6 tables at the in-person event, and received 35 responses online. Of those who answered online, 53% did not feel these goals and objectives captured what was most important for them, while 47% did. Comments relate primarily to an emergent theme of requested improvements to career and leadership development opportunities, as well as improving the resiliency of officers. The online and in-person feedback is combined in the weightings below.

Business Plan: Members Goals and Objectives

- Members were generally happy with the Wellness Strategy: the focus on the health and wellness of officers was validated, as resiliency is a key concern (3)
- Some requests for making it even plainer language (3)
- Suggestion that resiliency and peer support is critical to include (3)
- Request for training to recognize symptoms of declining mental health (2)
- Request for mentorship program between senior and junior officers (2)
- Request for feedback mechanism between executive and members (1)
- Request to ensure that professional development applies to civilian members also (1)
- Request to include the intention to revamp the entire promotional process here (1)

Comments relating to the Implementation of this strategic priority

- Numerous requests for a social media policy (3)
- Request for a way to track officers' performance and a mechanism to give opportunities (3)
- Request to implement a mentor program with Members – perhaps with retired officers (2)
- Request for an internal communication mechanism for members to provide feedback on new policies, issues and concerns (relates to M3.3) (2)
- Request to add to the Transfer Program with an engagement where a personal career plan is made with officers based on where they want to go (2)
- Complaints on tenure program, with recognition it has been better recently (2)
- Request for more police on patrol (2)
- Request for a 'biography of achievement' for promotions (1)
- Request for a continuously present 'Suggestion Box' (1)
- Request for mandatory community service for new recruits (1)
- Request for a Civics curriculum for OPS members e.g. the 'role of police in Canadian society' (1)
- Request for ensuring the qualified staff are implementing these strategies, and making qualification determinations based on more than contacts and interview skills (1)

2.4 Feedback Re. Service Strategic Priority

The strategic priority of Service was discussed by 7 tables at the in-person event, and received 35 responses online. Of those 35 responses, 18 (51%) indicated the goals and objectives reflected their concerns, whereas 17 (49%) indicated something was missing. There is no one theme that arises from the online suggestions; comments range from increasing trust to addressing new trends in crime to ensuring programs are relevant and meeting peoples' needs. The online and in-person feedback is combined in the weightings below.

Business Plan: Service Goals and Objectives

The following themes emerged from the feedback received:

- Economics of policing remained a topic of debate, recognizing the importance of leveraging partnerships to support viability of all non-core initiatives (4)
- Request for further integration between police and communities, particularly newcomers (4)
- Continue to focus on the collaborative delivery of service (3)
- Request for a focus on hate crimes towards Muslim women within the Violence Against Women priority (3)
- Gratitude for the Chief's priority of ending Violence Against Women (3)
- Request to specifically articulate a response or focus on the influx of new immigrants (Syria!) in the objectives (3)
- Support for continued focus on the importance of wellness and support to members (3)
- Suggestion that addressing the shortage in the Partner Assault Unit is missing (1)

- Request to consider addressing new trends in crime (such as radicalization) (1)
- Request to define "creative leadership" more specifically (1)
- Consider adding a discussion on "identified gaps" including both police services and community services, as the two sets of gaps need a coordinated solution (1)

Comments relating to the Implementation of this strategic priority

- Questions around what would be divested and how, in order to provide the requested levels of neighbourhood outreach (3)
- Request to prioritize a review of HR and Recruitment to better reflect the multicultural face of Ottawa (3)
- Request for an advisory group of minority and marginalized communities for Canada 2017 events, to ensure Ottawa doesn't end up like Toronto at G7 (2)
- Suggestion to flag a Service gap between the goal of dealing with traffic enforcement, and actually enough officers out on roads to do that enforcement (2)
- Request to use social media for positive things via YouTube (2)
- Request to create an intermediary service that can respond to calls that are not 'core policing' services – e.g. mental illness (1)
- Request for further research on women in gangs (1)
- Comment that the general public doesn't know about SI program, and a suggestion they should be privy to this information (1)
- Request for a study to be conducted as to why so many diverse community members do not succeed in the lengthy recruitment process (1)

2.5 Specific Feedback Relating to Wording

The comments and suggestions offered by consultation participants relating to wording of goals and objectives were reviewed, analyzed and weighted based on their frequency. Based on the feedback, some revisions to the wording of the goals and objectives are warranted to ensure that the business plan is written in terminology that is well understood and accessible to its audience, which includes the general public as well as members of the OPS.

The following themes emerged from the feedback received:

- Consider removing / re-working the phrase "risk activities" as it is causing repeated confusion in the community (3)
- Clearly articulate the meaning of a risk-based approach in the business plan (2)
- Consider modifying goal C.1 to say "…supporting *all* communities, *especially high needs communities*" (3)
- Consider modifying goal C.3 to say "Prioritizing and addressing risk activities needs in communities…etc."(3)

3 Consultant Recommendations

Business Plan

The feedback collected in this process came through an open invitation to the public, agencies and members of the Ottawa Police Service. While it does represent the opinions of over 150 individuals, many representing local organizations, it cannot be considered to be a firmly representative sample of Ottawa due to the low number of responses. In that light, the following recommendations must be weighed in relation to the broader consultation process that took place prior to this draft, which garnered information from over 4,000 individuals.

It is recommended that the following adjustments to the draft Business Plan be considered. The relative weight of each theme within the feedback is indicated on a scale of 1-5 in a bracket, e.g. (4).

3. No major pivots are required in terms of *intent* behind Business Plan, as there was agreement in terms of:
    - The focus on core policing, and on priority areas based on risk/need.
    - The need to be innovative and efficient given financial constraints.
    - The importance of working in partnerships, and in engaging and mobilizing the community.
    - The need to support members' health, career growth and engagement.
        - The importance of member wellbeing and resilience is a key issue that should remain highlighted, with emphasis on support programs, training and adequate resourcing for higher demand areas (e.g. Elder abuse, VAW, etc.). This was an area of strong consensus between OPS Members and the Community.

4. Based on the input, there may be merit in addressing the following perceived gaps and areas of confusion in the Business Plan goals and objectives or within the more detailed Business Plan document:
    - Consider articulating an objective relating directly to the need for OPS to build trust and address fear, in particular with high needs/vulnerable/less visible communities or higher risk neighbourhoods (4)
        - *Rationale: This issue was raised numerous times at the Community tables during the in-person event. In some cases, discussions and notes centered on the desire for particular strategies or activities with the community, which we interpret would serve the higher level need to build trust and confidence. In the online survey, many comments related indirectly to this (e.g. a diverse force to reflect the community we serve, and several directly.*
    - Clarify the relationship (alignment and differences) between the Chief's Priorities and the business plan strategic priorities (2)
        - *Rationale: several comments were received with direct suggestions for this, many comments demonstrated that the difference between the Chief's Priorities and the Strategic Priorities were unclear or not well understood, and several table hosts reported questions about this during their in-person discussions.*
    - Offer an indication within the business plan of what it is and what it is not (e.g. an action plan), and how members and the community can follow-up and see the action plans that unfold from this strategic document (4)
        - *Rationale: over 50% of the feedback received related to actions or strategies, not to guiding goals or objectives, indicating that the role of the Business Plan at the strategic level is not always well understood. This can lead to frustration and undue criticism.*

- Articulating specific communities within relevant goals and objectives (2)
    - *Rationale: Community members want to see themselves and other communities directly reflected in the plan. For example, recurring questions regarding elderly, marginalized communities, youth, newcomers and refugees, Muslim women and other communities were repeatedly highlighted and identified by the community as those most at risk. While priorities may include for example a focus on violence against all women, in which Muslim women are included, it can be reassuring to see this articulated for communities who are still struggling to find their sense of place.*
- Given the average levels of satisfaction with the wording of the goals and objectives as tested, some modifications to the wording of goals and objectives are warranted:
    - Ensure the business plan is written in terminology that is well understood and accessible to its audience, which includes the general public as well as members of the OPS. (4) *There were numerous comments in online survey output that mentioned "too vague", "high-level", "plain language", "non political speak", etc. and at the in-person session, many participants/table hosts were requesting clarifications from the OPS members present. All of which suggests need for revision to wording to be more clear, meaningful to all audiences.*
    - Consider removing / re-working the phrase "risk activities" as it is causing repeated confusion in the community (3)
    - Clearly articulate the meaning of a risk-based approach in the business plan (2)
    - Consider modifying goal C.1 to say "…supporting *all* communities, *especially high needs communities*" (3)
    - Consider modifying goal C.3 to say "Prioritizing and addressing risk activities needs in communities…etc.". (3)
    - Review and consider the remainder of the suggestions pertaining to wording in the table above.
        - *Rationale: these wording change suggestions come primarily from the table host debriefs, suggesting a level of agreement at the table during discussions. They offer concrete suggestions.*

Follow-up strategies and implementation

- Relationship building remains a key priority as much mis-trust remains.
- Consider training for members on recognizing symptoms along the spectrum of mental health.
- Training on cultural communications & sensitivity should be considered.
- Consider hosting an advisory group of minorities and marginalized groups for the planning of Canada 2017 events.
- Focus on pro-activity should continue, specifically in the areas of supporting Muslim women and pushing out good-news stories over social media.
- A social media policy for members should be developed / rolled out.
- Consider setting up a mentorship program for members.
- Consider shifting the member complement to higher risk areas.

Conclusions

The analysis of the feedback provided via the online and in-person consultations about the relevance and accuracy of the draft 2016-2018 Business Plan has resulted in several emergent themes, and a number of suggestions for changes made by 1-3 individuals. The completion of the online survey by 28 people is supported by the 122 person Let's Chat in-person event. The recommendations contained in this report come from an open invitation released to both members of OPS and members of the community, and should be taken and considered alongside all other input received to date in this process.

Annex A: One-Pager summary of the Business Plan development process

The development of OPS's new Strategic Plan for 2016-2018 is based on the culmination of a broad, year-long consultation process that has included targeted and general surveys, community meetings, consultations with community partners, municipal leaders and community organizations, and a review of research regarding the key demographic, legislative and policing trends impacting policing. The following graphic outlines the main stages in OPS's business planning process:

All of the input from the research review and input based on the public survey, member survey, survey with elected officials, and stakeholder consultations was synthesized and summarized for the Joint Planning Session held in September with OPS Executive, Senior Management and the Police Services Board. Some of the highlights included:

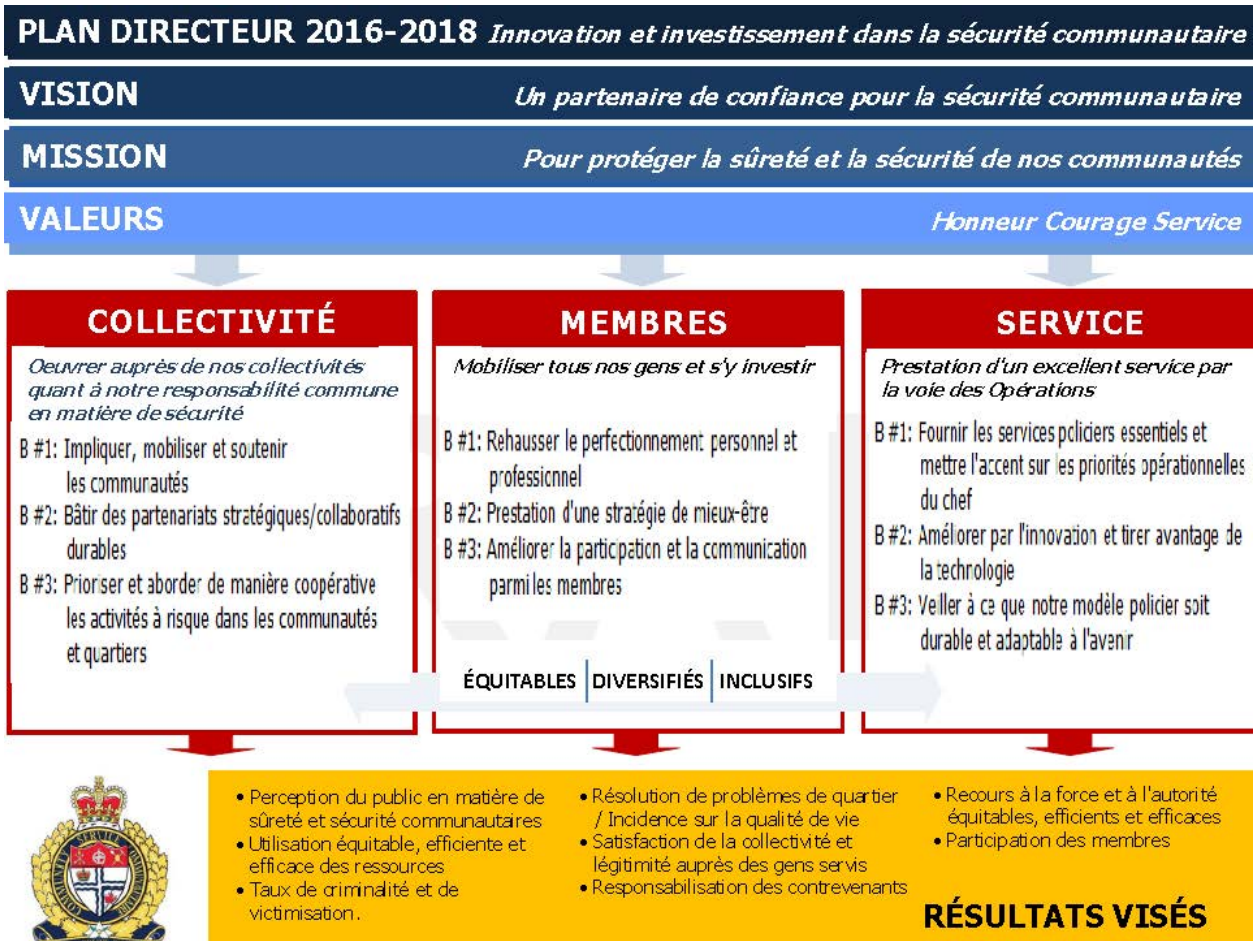
- *Trends Impacting Policing*
  - Decline in reported crime rates but increasing time spent on crime prevention, partnerships
  - Population changes including population growth, increasing diversity, and aging population
  - Increased interaction with persons with mental health issues
  - Changing crime patterns: guns & gangs, emerging drug trends, violence against women, road & traffic safety, cybercrime, terrorism and public disorder
  - Legal and legislative trends that translate into increased time and complexity in obtaining warrants, preparing reports, submitting evidence
  - Scope expansion and budgetary pressures which prompts review of structure, processes, priorities and initiatives in order to maximize effectiveness, efficiency and sustainability
- *Public Survey*
  - While the public had impression crime has remained stable in their neighbourhood over past 3 years, their perception was that crime had increased in the city overall
  - Although the vast majority continue to feel safe in their home and neighbourhood, this has translated into more safety concerns in various public places such as downtown, in parks and bike pathways, and while waiting for or using transit
  - The top crime and disorder concerns related to driving (distracted and aggressive driving) at both the city and neighbourhood-level, while street gangs, gun violence, violence against women and sexual assault were also in the top 10 concerns for the city

  - The majority were satisfied with OPS's performance and expressed a high level of confidence in OPS

- *Member Survey*
  - Though job satisfaction and pride in work and sense of accomplishment remain strong, level of engagement has declined since 2012
  - Key drivers of drop in engagement related to staffing levels and widespread dissatisfaction with Tenure Program, and steps have been taken to address these issues and strengthen engagement
- *Stakeholder Consultations with COMPAC, GLBT, YAC, BIAs, CPO and School Boards*
  - Safety concerns were identified for specific areas in the city, and in schools
  - The importance of police visibility and key role of School Resource Officers and Community Police Officers were highlighted
  - Suggestions were offered regarding how to enhance relationships with youth and diverse communities
- *Mayor & Councillor Survey, Term of Council Priorities*
  - This sample expressed very strong satisfaction with the performance of OPS and were unanimous in expressing high level of confidence in OPS
  - In contrast to the perceptions of the general public, the majority of elected officials surveyed believed crime was decreasing
  - Very similar list of crime and disorder concerns expressed compared with public, with distracted and aggressive driving at top of list of concerns
  - Some alignment with City Term of Council Priorities relating to contributing to improvement of quality of life (C1) and improving safety for all road users (TM4)

Based on discussion regarding the above information and review of progress on 2013-2015 Strategic Priorities and projects and initiatives underway, a number of Strategic Priorities and goal statements were drafted at the Joint Planning Session in September, and further work has been done to refine these goals and develop objectives. Input from this in-person community consultation will be combined with input gathered via an online consultation with community, stakeholders and members will be synthesized and used to draft the Strategic Business Plan to submit to the Police Services Board in December 2015 or January 2016 for approval.

Annex B: Business Plan One-pager


PLAN DIRECTEUR 2016-2018 Innovation et investissement dans la sécurité communautaire
VISION
Un partenaire de confiance pour la sécurité communautaire
MISSION
Pour protéger la sûreté et la sécurité de nos communautés
VALEURS
Honneur Courage Service
COLLECTIVITÉ
Oeuvrer auprès de nos collectivités quant à notre responsabilité commune en matière de sécurité
B #1: Impliquer, mobiliser et soutenir les communautés
B #2: Bâtir des partenariats stratégiques/collaboratifs durables
B #3: Prioriser et aborder de manière coopérative les activités à risque dans les communautés et quartiers
MEMBRES
Mobiliser tous nos gens et s'y investir
B #1: Rehausser le perfectionnement personnel et professionnel
B #2: Prestation d'une stratégie de mieux-être
B #3: Améliorer la participation et la communication parmi les membres
ÉQUITABLES | DIVERSIFIÉS | INCLUSIFS
SERVICE
Prestation d'un excellent service par la voie des Opérations
B #1: Fournir les services policiers essentiels et mettre l'accent sur les priorités opérationnelles du chef
B #2: Améliorer par l'innovation et tirer avantage de la technologie
B #3: Veiller à ce que notre modèle policier soit durable et adaptable à l'avenir
• Perception du public en matière de sûreté et sécurité communautaires
• Utilisation équitable, efficiente et efficace des ressources
• Taux de criminalité et de victimisation.
• Résolution de problèmes de quartier / Incidence sur la qualité de vie
• Satisfaction de la collectivité et légitimité auprès des gens servis
• Responsabilisation des contrevenants
• Recours à la force et à l'autorité équitables, efficients et efficaces
• Participation des membres
RÉSULTATS VISÉS

Annex C: Draft Strategic Priorities, Goals and Objectives

The OPS Business Plan outlines 3 measureable goals and 3 objectives for each of the 3 strategic priorities: Community, Members and Service. Currently in their draft format, we have outlined them below for your review.

COMMUNITY
Working with our communities on our shared responsibility of community safety

Goal C1: Engaging, mobilizing, and supporting communities
C1 Objectives:
C1.1: Align with and promote provincial frameworks for community safety and crime prevention.
C1.2: Identify, maintain and enhance existing programs and services that provide good value for safety and prevention.
C1.3: Leverage member and community partners and networks to establish priorities aimed at safety and prevention.

Goal C2: Building sustainable strategic/collaborative partnerships
C2 Objectives:
C2.1: Identify with partners, new and emerging communities and engagement opportunities.
C2.2: Develop criteria for assessing engagement opportunities that are impactful.
C2.3: Identify and develop measurements that demonstrate value proposition, have positive impacts for both community and police.

Goal C3: Prioritizing and addressing risk activities in communities/neighbourhoods in a collaborative manner
C3 Objectives:
C3.1: Develop tools to help direct our proactive policing response to risk activities.
C3.2: Refine and expand the Risk-Driven Collaboration for Community Safety and Wellness model for Ottawa.
C3.3: Develop communications strategies that will help OPS mobilize citizens and community-based organizations around key risk activities.

MEMBERS
Engaging and investing in our people

Goal M1. Enhancing personal and professional development
M1 Objectives:
M1.1: Implement a member transfer program that balances professional growth with organizational needs.
M1.2: Enhance leadership and career development opportunities with training and expanded succession development.
M1.3: Develop an integrated talent and performance management roadmap.

Goal M2. Delivering a wellness strategy

M2 Objectives:

M2.1: Adopt the Mental Health Commission of Canada CSA National Standards.

M2.2: Increase the number of members in The Real You.

M2.3: Strengthen our collective understanding and utilization of OPS health and wellness programs.

Goal M3. Improving member engagement and communication

M3 Objectives:

M3.1: Address the top priority actions arising out of the 2015 Member Engagement Survey.

M3.2: Regularly measure member engagement and address identified issues.

M3.3: Improve internal communication conduits to enhance two-way communication between Executive, Senior Management, and Members.

SERVICE

Delivering service excellence through operations

Goal S1. Delivering core policing services and focusing on the Chief's Operational Priorities (Road Safety, Guns and Gangs, Violence Against Women)

S1 Objectives

S1.1: Evaluate existing core policing services and develop a planned approach to mitigate any identified gaps.

S1.2: Identify areas of success and enhance existing programs targeted at the Chief's Operational Priorities.

S1.3: Adapt and enhance major event planning processes to ensure community safety and security, including Canada 2017.

Goal S2. Improving through innovation and leveraging technology

S2 Objectives

S2.1: Foster a culture of innovation and creative leadership.

S2.2: Improve our ability to prevent, detect and solve new and existing crimes.

S2.3: Ensure access to leading edge technology platforms, services and tools.

Goal S3. Ensuring our policing model is sustainable and adaptable for the future

S3 Objectives

S 3.1: Implement the Service Initiative (SI) Integrated Operating Model and continue to identify and implement opportunities that will contribute to SI Outcomes.

S 3.2: Establish a Performance Measurement Program that enables the OPS to measure and account for operational activities and progress towards outcomes and improves the management of operations.

S 3.3: Develop an integrated planning and staffing model that will align business functions and processes to produce maximum value.

[Français]

Le Plan directeur du SPO propose trois (3) buts et trois (3) objectifs mesurables pour chacune des trois (3) priorités stratégiques: Collectivité, Membres et Service.

Ils sont présentement à l'état d'ébauche. À votre intention, nous en avons exposé les grandes lignes ci-dessous.

COLLECTIVITÉ
Oeuvrer auprès de nos collectivités quant à notre responsabilité commune en matière de sécurité

But 1: **Impliquer, mobiliser et soutenir les communautés**
Objectifs :

1. S'harmoniser aux cadres de travail provinciaux en matière de sécurité communautaire et de prévention du crime et en faire la promotion.
2. Identifier, maintenir et rehausser les programmes et services existants offrant de bons résultats en matière de sûreté et de prévention.
3. Miser sur les membres et les partenaires et réseaux communautaires pour fixer des priorités visant la sûreté et la prévention.

But 2: **Bâtir des partenariats stratégiques/collaboratifs durables**
Objectifs :

1. Avec les partenaires, identifier de nouvelles et émergentes possibilités de mobilisation communautaire.
2. Mettre au point des critères d'évaluation des possibilités de mobilisation susceptibles d'être efficaces.
3. Identifier et mettre au point des mesures d'évaluation démontrant une proposition de valeur et ayant des répercussions positives autant pour la collectivité que pour la police.

But 3: **Prioriser et aborder, de manière coopérative les activités à risque dans les communautés et quartiers**
Objectifs :

1. Mettre au point des outils pour aider à guider notre réponse policière proactive à des activités à risque élevé.
2. Raffiner et élargir, pour Ottawa, le Modèle coopératif de sécurité et mieux-être communautaire axé sur les risques.
3. Élaborer des stratégies de communication qui aideront le SPO à mobiliser les citoyens et les organismes communautaires en rapport aux activités à risque clés.

MEMBRES
Mobiliser tous nos gens et s'y investir

But 1: **Rehausser le perfectionnement personnel et professionnel**
Objectifs :

1. Mettre en œuvre un programme de transfert des membres qui équilibre la croissance professionnelle et les besoins de l'organisation.
2. Rehausser les occasions de diriger et d'évoluer professionnellement par un développement de la formation et de la relève.
3. Mettre au point une feuille de route intégrée portant sur la gestion du talent et du rendement.

But 2: **Prestation d'une stratégie de mieux-être**
Objectifs :

1. Adopter les normes nationales CSA de la Commission de la santé mentale du Canada.
2. Accroître le nombre de membres participant au programme Le Vrai Toi.

3. Renforcer notre compréhension et notre utilisation collectives des programmes de santé et de mieux-être du SPO.

But 3: **Améliorer la participation et la communication parmi les membres**
Objectifs :

1. Aborder les actions prioritaires découlant du sondage mené auprès des membres en 2015.
2. Mesurer régulièrement la participation des membres et aborder les questions et problèmes identifiés.
3. Améliorer les voies de communication interne afin de rehausser la communication bilatérale entre les gestionnaires, les cadres supérieurs et les membres.

SERVICE
Prestation d'un excellent service par la voie des Opérations

But 1: **Fournir les services policiers essentiels et mettre l'accent sur les priorités opérationnelles du chef**
Objectifs :

1. Évaluer les services policiers essentiels en vigueur et mettre au point une approche planifiée en vue d'atténuer toute lacune identifiée.
2. Identifier les réussites et améliorer les programmes existants favorisant les priorités opérationnelles du chef.
3. Adapter et améliorer les processus de planification des manifestations d'envergure, y compris Canada 2017, afin d'assurer la sûreté et la sécurité de la collectivité.

But 2: **Améliorer par l'innovation et tirer avantage de la technologie**
Objectifs :

1. Favoriser une culture fondée sur l'innovation et sur un commandement inventif.
2. Améliorer nos capacités de prévenir, de détecter et de résoudre les crimes nouveaux comme existants.
3. Veiller à un accès aux plateformes technologiques, aux services et aux outils d'avant garde.

But 3: **Veiller à ce que notre modèle policier soit durable et adaptable à l'avenir**
Objectifs :

1. Mettre en œuvre le Modèle opérationnel intégré de l'Initiative d'amélioration des services (IAS) et continuer d'identifier et de mettre en œuvre les occasions qui contribueront aux résultats de l'IAS.
2. Établir un programme de mesure du rendement qui permet au SPO de mesurer et de tenir compte des activités opérationnelles et de la progression vers les résultats, tout en améliorant la gestion des opérations.
3. Mettre au point un modèle intégré de planification et de dotation qui harmonisera les fonctions et processus de gestion en vue de produire une valeur maximale.

Annex D: In-person Let's Chat Agenda

Let's Chat: Priorities
Parlons-en: Les priorités

Partnering and Investing in Community Safety
Faire équipe et investir dans la sécurité communautaire

Share your input on the 2016-2018 OPS Draft Business Plan

November 5th, 2015 – 6PM to 9PM

St. Elias Centre

Event Overview

5:30 to 6:15	Registration & Networking Buffet Dinner (provided) – Table Host Meet & Greet
6:15	Informal Opening Words from Eli El-Chantiry, Chair Ottawa Police Services Board
	Informal Opening Words from Chief Bordeleau, Ottawa Police Service
6:20	Presentation: Challenges Facing Policing, Mr. Carl Nicolson, Ottawa Police Service Board Member
6:35	Presentation: Overview of the OPS Business Planning Process, Mr. Randy Mar, Ottawa Police Services, Director/ Project Manager
6:50	Facilitator Overview and Guidance Instructions

Let's chat about strategic goals: round 1

6:55 to 7:30	Small table chat: Café style chat by chosen topic #1: Community | Members | Service
	Small table chats facilitated and documented by Table Hosts ▪ *In what ways do these goals and objectives capture for you what is most important for this strategic priority?* ▪ *What would you suggest improving?*
7:30 to 7:40	Group Harvest
7:40	Transition to next round and Facilitation instructions

Let's chat about strategic goals: round 2

7:45 to 8:20	Small table chat: Café style chat by chosen topic #2: Community | Members | Service
	Small table chats facilitated and documented by Table Hosts ▪ *In what ways do these goals and objectives capture for you what is most important for this strategic priority?* ▪ *What would you suggest improving?*
8:20 to 8:30	Group Harvest
8:30 to 8:45	Plenary Dialogue on what we heard and next steps
8:45 to 8:50	Informal closing remarks from A/Supt. Mark Ford, Ottawa Police Services
8:50 to 8:55	Facilitator Wrap-up and Instructions on Closing Activity
9:00pm	Close

Partagez votre opinion concernant le plan directeur 2016-2018 du SPO

Le 5 novembre 2015 – de 18 à 21 h

Centre Saint-Elias

Vue d'ensemble de l'activité

17h30-18h15 Inscription, réseautage et souper-buffet (inclus) – accueil-rencontre des animateurs de table

18h15 Préambule officieux du conseiller Eli El-Chantiry, président, Commission de services policiers d'Ottawa

Mot de bienvenue du chef Charles Bordeleau, Service de police d'Ottawa

18h20 Présentation: « *Challenges Facing Policing* » *(Défis auxquels la police est confrontée)*, Randy Mar, Directeur et chef de projet, Service de police d'Ottawa

18h35 Présentation: Survol du processus de planification d'entreprise du SPO
Sur. Dan Delaney, sur. par intérim Mark Ford et dir. David Snoddy - Champions du Plan directeur du SPO

18h50 Survol et orientation de l'activité par les animateurs

Parlons des objectifs stratégiques: 1ère ronde

18h55-19h30 Causerie à table 1: Causerie style café par sujet : Communauté | Membres | Service

Discussion en petits groupes attablés, facilitée et documentée par les animateurs de table
- *D'après vous, ces buts et ces objectifs saisissent-ils l'essentiel de cette priorité stratégique?*
- *Que souhaiteriez-vous améliorer?*

19h30-19h40 Récolte en groupe

19h40 Transition vers la ronde suivante et instructions des animateurs

Parlons des objectifs stratégiques: 2e ronde

19h45-20h20 Causerie à table 2: Causerie style café par sujet : Communauté | Membres | Service

Discussion en petits groupes attablés, facilitée et documentée par les animateurs de table
- *D'après vous, ces buts et ces objectifs saisissent-ils l'essentiel de cette priorité stratégique?*
- *Que souhaiteriez-vous améliorer?*

20h20-20h30 Récolte en groupe

20h30-20h45 Discussion plénière sur ce que nous avons entendu et les étapes suivantes

20h45-20h50 Mot de la fin du sur. par intérim Mark Ford, Service de police d'Ottawa

20h50-20h55 Conclusion par l'animateur et instructions pour l'activité de clôture

21 h Fin

Annex E: Online Consultation Survey

(provided under separate cover)

Annex F: Organizations with affiliates in attendance or that submitted comments in the consultation process

- Al-batool Fatima Association
- AIDS Committee of Ottawa (ACO)
- Board of parish council at Sts. Peter and Paul Melkite Catholic Church
- Boys and Girls Club of Ottawa
- Centre for Addiction and Mental Health (CAMH)
- Carleton University
- Centre for Immigrant and Community Services
- Civic Hospital Neighborhood Association
- Community Mediation Ottawa
- Community and Police Action Committee (COMPAC)
- Cordova spiritual centre
- Crime Prevention Program
- Elizabeth Fry Society of Ottawa
- Heron Park Community Association
- Jamaican (Ottawa) Community Association
- louder than words
- Lowertown Community Resource Centre
- Member of TDSB
- National Council of Canadian Muslims
- Ottawa Community Immigrant Services Organization (OCISO)
- Ottawa Coalition to End Violence Against Women (OCTEVAW)
- Ottawa Mission Board
- Ottawa Neighbourhood Watch
- Ottawa Poverty Reduction Network
- Ottawa Public Health
- Pinecrest-Queensway Community Health Centre
- South Sudanese community in Ottawa
- The Metivta of Ottawa
- Turkish Community (IDI)
- University of Ottawa
- Women's Initiatives for Safer Environments (WISE)