

Report to / Rapport au:

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

23 July 2018 / 23 juillet 2018

Submitted by / Soumis par:

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

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SUBJECT: 2016-2018 BUSINESS PLAN: SEMI-ANNUAL REPORT

OBJET: LE PLAN D'ACTIVITÉS 2016-2018 - RAPPORT D'ÉTAPE SEMESTRIEL

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 Ottawa Police Services' (OPS) 2016-18 Business Plan was prepared in accordance with the Provincial Adequacy Standards Regulation under the *Police Services Act*. It helps us focus our efforts on priorities, successfully achieve our mandate, and fulfil our legislative responsibilities. This plan provides a roadmap to guide our work, our decision-making and allocation of resources from 2016-2018. It was developed to align with and respond to the needs of our members, our partners and the community, and reflects the changing policing context. The plan is also designed to be flexible enough to evolve over time so we can adjust to challenges, opportunities and changing community and policing needs over the next few years.

In accordance with direction approved by the Board on 24 April 2006, and the Board's Policy Number BC-2 "Monitoring Requirements", Chief's requirements section 2(i), the Board is provided with information in accordance with the Calendar of Monitoring Requirements, including a semi-annual status report on the Business Plan.

Adequacy Standard AI-001, as well as the Ottawa Police Services Board Policy AI-001 "Framework for Business Planning" reflects these requirements and provides additional detail regarding the provision of results achieved during the previous fiscal year relating to specific topics.

DISCUSSION

The Police Services Board approved the 2016-2018 Business Plan on 25 January 2016. The Plan introduced updated Vision and Mission statements and outlines the Service's strategic priorities and how we intend to work toward achieving these priorities.

2016-2018 Business Plan: Innovation and investment in community safety

Vision: A trusted partner in community safety

Mission: To protect the safety and security of our communities

Values: Honour Courage Service

The three strategic priorities of Community, Members, and Service are the building blocks upon which the organization stands during the planning period. They are complementary and mutually supporting areas in which we have invested for a stronger, safer community. The Chief's operational priorities are interwoven into each of these three strategic priorities.

Throughout the planning cycle, the Board and the Service monitor progress, and revisit strategy to adjust to changing conditions.

During the last half of 2017, the Service worked together with the Board to set the priorities for the remainder of the planning cycle (through to the end of 2018); and these priorities were reported in January 2018. In summary, engaged and supported employees are better positioned to deliver quality service, and will positively interact with our communities.

Each of the revised goals and objectives have been mapped to one or more of the eight targeted outcomes; and results will be reported in January 2019 at the close-out of the 2016-2018 Plan.

Progress Report – 2016-2018 Plan

Below is a summary of key accomplishments and activities during the first half of 2018 in support of the refined goals and objectives:

Service

We are dedicated to delivering the highest quality of police service for Ottawa residents, businesses and visitors to the city. The services we provide must comply with legislative requirements, reflect and address the ever-evolving needs of the community, and be provided in a fiscally responsible manner to ensure sustainability. We depend on our members to be the face of the organization and to respond professionally and effectively at all times. As defined by the revised goals, we will do this by:

- Completing the implementation of the service delivery model, migrating to operations, and moving to a period of stabilization; and
- Continuing to implement our modernization plans.

Below is a summary of key accomplishments and activities between January and June 2018 that are helping us achieve these refined service related goals:

- Received Board and City Council approval, in anticipation of future federal funding, to increase the sworn staff complement by 10 beginning in October 2018 to address the increasing gun violence in Ottawa;
- Closed out the SI project in official capacity effective April 30, 2018 and transferred three projects to operations (Alternative Response Unit, guarding mental health patients, civilianization of front desk); continuation of a community consultation structure in discussion for future OPS initiatives; and creation of a continuous improvement structure predicated on 2019 funding;
- Conducting a review of the OPSOC (in final stages);
- Currently developing procedures to support the new service delivery model;
- Currently developing a plan to align expected behaviours and performance with the new service delivery model;
- Completed site due diligence, developed and received Board approval for a campus master plan, and awarded a contract for the architect to design South Campus Phase 1; and also held community pre-consultation sessions;

- Engaged a workplace strategist with work expected to be complete by end of Q3;
- Continued to implement Bundle 1 modernization projects as planned, including the completion of application rationalization, security account cleanup, and frontline mobility MDT planning. Additional activities such as member information system, asset management, and Office 365 solutions have been identified and teams are preparing to begin implementation activities related to Bundle 2A funding which was approved by the Board in June; and
- Launched a Technology Innovation Council made up of sworn members to recommend and pilot innovative technologies focused on police operations;

Members

We have a high calibre, professional and respected members who are proud to work for the organization. Our members represent our most valued resource and as such they must be engaged. As defined by the revised goals, we will do this by:

- Supporting, developing and communicating with them.

Below is a summary of key accomplishments and activities between January and June 2018 that are helping us achieve these refined member related goals:

- Currently conducting a review of the newly implemented member transfer process;
- Analyzed new trends in accommodations and the impacts on the organization, and currently conducting a process review to ensure rigor in the accommodation process, alignment between management practices and the new legislative framework, remove barriers, and ensure members, management and stakeholders understand and trust the system;
- Currently conducting a Bona Fide Occupational Requirement Review (BFOR) of all sworn job descriptions;
- Established a Patrol Advisory Group;
- Developed and launched a new peer support program;
- Received approval for phases 1 and 2 of the expansion of the conducted energy weapon (CEW) program;

- Assessed impacts of new and upcoming legislative changes on our members and developed implementation plans that include training and policy and procedural updates. Examples include those related to Bill 175 *Safer Ontario Act* (including a new *Special Investigations Unit Act* (repealed on June 30)), and cannabis legalization; and
- Ensured communications forums (e.g., working groups; information sessions; organizational wide communiqués) for all major change initiatives including but not limited to wellness, modernization roadmap, cannabis legalization, online background checks, and workplace of the future.

Community

Ottawa is made up of many diverse communities, and OPS works with and provides service to them all. The key to a safe community is a mobilized and engaged community that is prepared to act and work to help prevent and solve crime in recognition that community safety is a shared responsibility. We need to continue to foster and build relationships with our communities. As defined by the revised goals, we will do this by:

- Building on community engagement and partnerships to further the development of the community policing strategy;
- Implementing the bias-neutral policing plan that coordinates action, builds diversity leadership and creates a culture that embraces equity, diversity and inclusion; and
- Diversifying our membership to better reflect the demographics of the communities we serve.

Below is a summary of key accomplishments and activities between January and June 2018 that are helping us achieve these refined community related goals.

- Implemented the HealthIM tool;
- Re-launched the community-based consultative group, now called the Ottawa Police Community Equity Council (CEC) and issued calls for members;
- Continue to implement the Community Policing Strategy including but not limited to: realigning community development and community relations within the new service delivery model; developing a community engagement toolkit; realigning the community policing management

committee within the new service delivery model; implementing problem-address framework; holding Ontario Justice Education Network (OJEN) and parent information nights; participating in crime prevention through environmental design (CPTED) activities for supervised injection sites (SIS); Safer-Roads Ottawa 2 more ALPRs for front line patrol; and expanded post-incident neighborhood support networks;

- Continue to establish formalized community networks (FCNs) and joint-action plans;
- Expanded the Multiagency Early Risk Intervention Tables (MERIT) city-wide, and developed a strategy to increasing community resilience against violent extremism;
- Currently implementing the multi-year action plan for bias-neutral policing including developing a governance and reporting structure; engaging a contractor and beginning the conduct of a diversity audit; and continuing to implement a communications and engagement plan;
- Created an operational program for regular reporting of race based data; and
- Establishing an equity, diversity and inclusion (EDI) office. Current activities include: transitioning the gender project to a sustainable program; conducting bias awareness and GBA+ training; and incorporating the EDI lens into our HR processes.

Development of 2019-2021 Plan

The Board is actively engaged in the planning and development of the 2019-2021 strategic plan through its Policy and Governance Committee. Public opinion research is well underway, as is the Environmental Scan (internal and external context including crime data).

In an effort to build a strong community-police partnership, the Board, supported by the Service, is currently conducting public opinion research to gather public and stakeholder input regarding:

- perceptions of personal safety and security;
- neighbourhood / City crime and disorder concerns;
- ratings of OPS performance and quality of service;
- trust in the OPS and underlying drivers of trust;

- incidence of and satisfaction with Ottawa police;
- personal experience with crime / victimization; and
- top issues / priorities for the OPSB/OPS to address.

Following a competitive process, IPSOS Public Affairs was engaged to conduct the public opinion research.

To gather input from as wide a range of participants as possible, the methods of seeking public input have been expanded to include:

- mail to online survey (random to 17,200 households);
- open access online survey;
- social media scan and dialogues;
- community meetings (PIA) in four neighbourhoods;
- targeted online survey; and
- self-directed community group engagement.

The OPSB and OPS will use the results of the public opinion research, the Environmental Scan, a Member Engagement survey (planned for Q3), and a Mayor and Council survey, to set the strategic direction for the Service and develop an action plan to support it.

CONSULTATION

External consultation not applicable as related to reporting on 2016-18 activities.

Enhanced public consultation methods are currently being employed as part of the development of the 2019-2021 Plan.

FINANCIAL IMPLICATIONS

Costs associated with implementing the strategic action plans are built into the OPS annual operating budget in each of the planning years.

CONCLUSION

The 2016-19 theme *Innovation and Investment in Community Safety* is about achieving our vision of being a trusted partner in community safety, and delivering effective policing services to the citizens of Ottawa. We believe that by engaging and supporting our employees, they will be better positioned to deliver quality service and will positively interact with our communities. Our focused approach in 2018, and the supporting

accomplishments and activities underway during the first half of the year will assist us in achieving this.

We also continue to actively support the Board in the development of the 2019-2021 Plan.