

**Report to / Rapport au:**

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

**25 July 2016 / 25 juillet 2016**

**Submitted by / Soumis par:**

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

**Contact Person / Personne ressource:**

**Mark Ford, Superintendent, Planning, Performance & Analytics / Superintendant,  
planification du rendement et de l'analyse  
*fordm@ottawapolice.ca***

**SUBJECT: REPORT ON 2016-2018 BUSINESS PLAN**

**OBJET: RAPPORT DU PLAN D'AFFAIRES DE 2016-2018**

**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, Ontario Regulation 3/99, S 30 (1)* requires that all police services boards in the Province of Ontario prepare a business plan once every three years to guide the delivery of policing services to the community. The Ottawa Police Service (OPS) 2016-2018 Business Plan was approved by the Ottawa Police Services Board on 25 January 2016.

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. This first report on the 2016-2018 Business Plan provides a summary of activities taken to-date to: publish, distribute and communicate the business plan; develop the action plans to support implementation; and further develop the monitoring and reporting framework. It also highlights key accomplishments during the reporting period in support of the business plan goals and objectives.

### **Business Plan Launch Activities**

Following approval of the 2016-2018 Business Plan the OPS has formally launched the Plan internally and externally as follows:

- Establishment of a Business Plan Steering Committee (BPSC). The BPSC was established to coordinate all of the activities associated with the implementation, monitoring and reporting on the business plan. Membership includes the three Executive Sponsors (two Deputy Chiefs and Director General), the Goal Coordinators, and the Planning, Performance and Analytics (PP&A) Section which has the functional lead on the business plan. The committee has met four times since the approval of the business plan: 29 February, 6 April, 24 May, 20 June.
- Board. The Business Plan was released to the Board electronically via an email from the Chief on 17 May. Hard copies of the business plan were delivered to the OPS Board office in mid-June.
- OPS Membership (internal). The Business Plan was launched internally first via an all-staff email from the Chief on 17 May. The splash screen on all OPS computer desktops highlighted the business plan from May 24-31, and the intranet home page was also updated to include a link to the business plan. A presentation deck and supporting materials were provided to the OPS senior leadership team in order for them to further inform their staff.
- Associations. The Ottawa Police Association (OPA) and the Senior Officers Association (SOA) were copied on the all-staff email from the Chief on 17 May.

- Public. The Business Plan was launched to the public via a press release on 17 May. Members of the public who attended the Let's Chat: Priorities session in November 2015 were also advised of the business plan launch via email from our Community Development / PIA Section.
- City Council. The Business Plan was released by the Board to the Mayor and City Councillors.
- Strategic Partners. At the request of COMPAC and GLBT Liaison Committee prior to the official launch of the business plan, presentations were made on 17 February and 21 March respectively. Strategic Partners were also notified of the official business plan release via email from our Community Development / PIA Section on 17 May.

#### Implementation / Strategic Action Plans

Subsequent to approval of the business plan by the Board, the following implementation activities took place during the reporting period:

- Updates to the print and electronic tools and templates have begun, to reflect our new Vision and Mission.
- The Goal Coordinators have worked with their colleagues on the senior leadership team to develop broad strategies and strategic action plans to support the achievement of the objectives within each of the goals. These strategic action plans identify activities, initiatives and projects, each with an assigned Directorate and Section responsible for delivery, target start and finish dates, and resources required. These strategic action plans are fluid and dynamic and are expected to be updated at least annually during the three year planning period. They will form an important input to the annual budget process.

#### Monitoring and Reporting Framework

Reporting to the Board, the public and internally to Members on the achievement of the goals and objectives identified in business plan in an important process. The OPS Business Plan Steering Committee has conducted the following related activities during this reporting period:

- Identified the appropriate targeted outcomes for each objective;
- Identified draft measures, targets, data sources and measurement frequency for each objective;
- Developed a draft dashboard tool to report internally and to the Board.

The OPS intends to seek input from the Board's Policy and Governance Committee prior to finalizing the measures.

#### Key Accomplishments:

Below is a summary of some key accomplishments during the first half of 2016, within each strategic priority:

##### Community

- Participated in the province's consultation process on proposed changes to the Police Services Act.
- Participated in the planning of and participated in the the City's annual "Community Conversation" forum.
- Planned and hosted the second annual diversity celebration involving members from COMPAC, GLBT and diverse communities and OPS members across Ottawa in recognition of multi-culturalism day.
- Provided opportunities for OPS and the community to join together to celebrate professional, accountable and effective policing and to talk about public safety issues during Police Week May 15-21, 2016. This year's theme was "Discover Policing for Safer Communities". Community-police events took place in three Ottawa priority neighbourhoods.
- In support of various business plan goals and objectives, submitted two Proceeds of Crime / Front Line Policing grant proposals to MCCS, and provided 15 letters of support to community groups for their grant proposals (predominantly MCCS Safer and Vital Communities grant program).
- Initiated an evaluation of the Multi-Agency Early Risk Intervention Table (MERIT) pilot in support of prioritization of risk activities in communities and neighbourhoods in a collaborative manner.

##### Members

- Approved the new Sworn Transfer Policy that balances mandatory rotation and performance based rotation.
- Renewed the Real You contract for an additional five years, and continued work with the service provider to incorporate recommendations from the program evaluation that was also completed during this reporting period.

- Consulted with Senior Officers, S/Sgts, Managers, the Resiliency and Performance Group and Open Houses to gain insight and feedback on the development of the Member Wellness Strategy.
- Began a process to engage external support to aid in the development and implementation of a peer and resiliency program.
- Updated sworn member promotional process service policies.
- Continued the civilian job evaluation program.
- Assigned a team to develop strategies to improve member engagement.

#### Service

- Continued implementation of the Service Initiative (SI): Construction for the new Ottawa Police Strategic Operations Centre (OPSOC) began at the Greenbank Station, with start up planned for early October; further refinement of the Front Line Deployment and Investigative model based on member and community consultation; development of a preliminary new organizational structure to support the new service delivery model; and increased on-line reporting options to further reduce demand on the OPS and discontinuation of certain by-law calls.
- Developed a draft service policy for collection of identifying information in certain circumstances in response to new provincial regulations; and issued a new public order policy in advance of two major events.
- Successfully planned and executed policing activities for the North American Leadership Summit (NALS) and Canada Day with our law enforcement partners; and continued planning for Canada's 150<sup>th</sup> celebrations with an expected 300+ events.
- Launched the Sexual Assault Responding Officer (SARO) Program, including provision of training for front-line officers.
- Signed MOU with John Howard Society to commence strategic partnership related
- Submitted grant proposals to Public Safety Canada under the federal Policy Development Contribution Program and to MCCS under the Proceeds of Crime / Front Line Policing program to address operational needs.
- Facilities Strategic Plan (FSP): Established an executive steering committee to guide the updated FSP; identified new project requirements; finalized the facilities re-organization; established the Corporate Standards Modernization

Project; and continued to actively work with the City to identify and pursue projects to achieve real estate savings targets.

- IT Roadmap: Engaged Gartner Consulting for strategic support and posted RFP for the IT Roadmap on MERX.
- Conducted a fleet review, completed the 2-person car pilot project, and are participating in the City-wide radio project to ensure equipment and vehicles match current and future operational needs.

#### Equity, Diversity, Inclusion (E-D-I) Lens

- Conducted a preliminary scan of EDI strategies.
- Determined Spratt working group output and confirmed used of Global Diversity and Inclusion Benchmark framework.
- Sworn and Civilian promotional and transfer process review with some language / policy drafts underway.
- Preliminary assessment of organizational gap analysis, gender audit and EDI broad categories.

### **FINANCIAL IMPLICATIONS**

Printing costs associated with production of a small number of hard copies of the business plan have been included in the OPS' 2016 operating budget.

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

### **CONCLUSION**

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 residents of Ottawa.

The first six months of 2016 have been spent launching the 2016-2018 Business Plan which was approved at the 25 January 2016 Board meeting, and developing the supporting plans, tools and processes required to operationalize it and ensure its success.

I am pleased with the progress to-date, including the many achievements within each of our strategic priorities, particularly during a period where our resources have been focused on the planning and execution of two major events in the nation's capital.

As we move forward with implementation of the 2016-2018 Business Plan, we are committed to continuously improving the level of service we provide, while ensuring the community continues to have a high degree of confidence, trust, and satisfaction in our ability.