

**Report to / Rapport au:**

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

**25 May 2020 / 25 mai 2020**

**Submitted by / Soumis par:**

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

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**SUBJECT: DEVELOPING THE 2021-2023 STRATEGIC PLAN**

**OBJET: ÉLABORATION DU PLAN STRATÉGIQUE 2021-2023**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board approve Option A (Extend/Adjust Existing Plan) as endorsed by the Policy and Governance Committee.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa approuve l'option A (Prolongation/Modification du plan existant) telle qu'appuyée par le Comité des politiques et de la gouvernance.**

**BACKGROUND**

The 2019-2020 Strategic Direction is the Board's eighth plan since 1995. It was informed by input and feedback received from residents, businesses, school boards, community partners and stakeholders, city councillors, OPS members, and Board members. The Service's priorities were identified in the areas of: Community Policing; Member Support; Modernization; and, Equity, Diversity & Inclusion. Approved in June 2019, the refocused plan was intended to guide the Ottawa Police Service over the subsequent 18-month period.

## DISCUSSION

With the current plan's horizon drawing to close, behind-the-scenes preparation and planning for collecting updated public opinion, member input, and demographic picture started late last year. Environment scanning on emerging risks, trends, and opportunities in the public safety, technology, legal, municipal, and other areas is undertaken on a continual basis and would form a strong foundation to priority-setting. Initial planning and action items were discussed at the February P&G meeting, with direction to obtain the expert professional services support to conduct public opinion, member engagement, and member census research.

The onset of the global COVID-19 pandemic had immediate impacts on the expected planning process the Board was jointly undertaking with the Service and procurement is on hold pending lifting of restrictions.

In light of the current situation, unknown downstream and temporal impacts, delay in the City's Community Safety and Well-Being Plan, and other legislative changes such the new *Police Services Act*, three options for jointly developing the Board's next strategic plan were presented to the Board's Policy and Governance Committee for discussion and endorsement. Other considerations include balancing quality and depth of data collection, level of effort, likelihood of achieving year-end/early new-year timeline, budget and cost, technology options, leveraging partnerships, and/or opportunities for public engagement and input.

The refreshed and refocused 2019-2020 Plan has a shorter than usual implementation horizon. Nonetheless, the four thematic priorities and associated initiatives/actions were always projected to extend into subsequent years.

Each option is summarized below.

### **Option A: Extend/Adjust Existing Plan**

With the current and emerging impacts of the COVID-19 situation, some of the key initiatives have been paused and/or impacted for varying durations. Proceeding with extending and adjusting the current Plan would mean reliance on older data and minimal consultation given available time, and less detailed analysis. On the other hand, adjusted status quo would allow for further implementation of delayed actions, greater understanding of the emerging social, economic, operating and fiscal environments, and avoid the potential need to revisit the plan as conditions solidify. The updated plan would be presented to the full Board in December or January.

**Option B: Accelerated, but Scaled Back Plan**

This option would involve an intensive burst of consultation and analysis as social and business restrictions are relaxed. It would be dependent on availability of professional services, along with an additional challenge of getting access to a sufficiently broad range of participants using technological platforms for consultation which may exclude some segments of our population. Similar to Option A, some proxies for data collection and analysis would need to be utilized, including some older data. The updated plan would be presented to the full Board in December or January.

**Option C: Proceed with Fulsome Plan, but Push Back Date**

Planning activities under this option would proceed similar to the process employed for past plans, including comprehensive canvassing of city populations segments and sectors in person (if permitted in post-COVID scenario) and by other means, full environmental scanning, a number of joint planning sessions and review phases of the draft plan. This would be highest cost option for out-of-pocket expenses and allocation of staff time. The updated plan would be presented to the full Board in late June.

**CONSULTATION**

In support of joint planning activities, varying degrees and methods of community and member consultation and input would take place to inform the next Strategic 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. Options for developing the future plan have been be mindful of the current financial pressures imposed on the Service and the City by the COVID-19 pandemic.

**SUPPORTING DOCUMENTATION**

Not Applicable

**CONCLUSION**

Taking into account a variety of factors, most importantly, the uncertainty regarding when and how long the with/post-COVID stabilization and recovery conditions and environment exists, along with this pandemic being top of mind for potential participants and the bias this could introduce to the consultation input, the Committee endorsed Option A, to extend and adjust the current Strategic Direction. It was acknowledged that this could be revisited as more information and certainty is known regarding stabilization and recovery; meanwhile, joint planning is recommended to proceed under Option A.