



OTTAWA POLICE SERVICE
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Ottawa Police Service

Mid-Term Refresh

Business Plan 2016 - 2018

Section 1 – Background, Opening and Objectives

Members of the Ottawa Police Services Board (OPSB) and senior leaders of the Ottawa Police Service (OPS) came together for a meeting to review and discuss the 2016-2018 Business Plan. The meeting agenda is in Appendix A and the list of invitees is in Appendix B. This report highlights the main discussions.

OPSB Chair, Eli El-Chantiry, opened the meeting by welcoming everyone to the session and acknowledging that the board wants to play a greater role in the development of the next business plan. The Board has already met with some OPS staff members to discuss how they can be more engaged from the initial data collection through to the planning and monitoring of the business plan.

The Chief, Charles Bordeleau, provided some brief opening remarks and outlined that the session is intended as a mid-term review and a course correct. The meeting is not intended to do a re-write of the existing plan, but rather focus on some of the key priorities for the final 18 months of the existing plan. He referenced the objectives as listed in the agenda:

1. Set the context and identify what has changed since the introduction of the Business Plan;
2. Discuss if and how the changing landscape and the accomplishments to date affect the Business Plan;
3. Identify top priorities for the remaining half of the 2016-2018 planning cycle

The Chief introduced facilitator Nora Sheffe who reviewed the agenda, approach and discussion framework for the meeting before turning to subject matter experts to give an overview of the environment, current context and progress to date.

Section 2 – Environmental Context

Meeting participants received a number of background documents to review before the meeting including: the environmental scan slides, reference documents for the scan and links to various source documents.

To collect information for the environmental scan, the OPS administered a short survey to the Mayor and Councillors (71% response rate), BIAs., and OPS middle and senior management. It also interviewed representatives from key stakeholder groups, conducted a literature review, a media scan, and synthesised recent outreach activities. It was noted that as a mid-term review, the data collection was meant to be considered more directional in nature, and not as extensive as the data collected for the development of a new business plan.

The highlights of internal changes included an update on the Service Initiative, Target Operating Model (TOM), organizational structure and staff allocation.

Further, the group heard updates on other internal initiatives including: Modernization Road Map, Facilities Strategic Plan, Wellness Strategy, EDI (Equity, Diversity and Inclusion), Budget and Financial Environment.

The external changes included a high level summary of crime trends, a review of legislative and regulatory changes, overview of residents, development projects in the city (generally within the downtown core), cops to population percentages compared to other services, as well as current issues and the changing landscape. There was also reference to 8 risks where mitigation strategies need to be considered; as well as a trend in many organizations towards the “overcommitted organization”.

Section 3 – Issues Discussion

To reflect on the information provided in the scan and to review the current plan goals and objectives in light of this information, the group divided themselves into small groups to discuss the three pillars of the plan: Members, Community, and Service. Each group used the current plan’s existing 10 goals and 30 objectives as a starting point and discussed 2 questions:

- Q1 - How does the changing landscape and accomplishments to date affect the business plan?”
- Q2 - What additional actions, if any, should be considered (either for the balance of this plan or for the next plan)?

During the discussion, groups considered which of the existing goals and objectives should be emphasized for the balance of the plan. The groups recorded their ideas on flip charts and prioritized and made suggestions for additions, deletions, and/or re-wording of some of the existing goals and objectives. Round one of discussions took approximately 30 minutes. Participants were then asked to participate in a discussion on a different pillar. Three rounds of discussion took place. The following is a summary of the plenary presentation and discussion as provided by each of the third and final pillar groups:

3.1 Members Pillar

After three rounds of discussion, the third group presented the following main areas of focus:



- Engagement is a key issue – there has been significant change throughout the organization and there is a high need to increase the understanding/connections between people in all levels of the organization
- Career mapping and career paths and development opportunities are important to our members
- New operating model does provide opportunities for career development (including in speciality areas) however the method to get there is different than previous
- Members need to have the appropriate knowledge, skills and abilities (KSAs) to do both proactive and reactive policing and to engage the community
- Implementing the new operational model is important and has an impact on member engagement
- There is a need to re-establish trust and create a work place where people want to come and be part of a team.
- Shift our emphasis with members (member-centric) – the members need the support, skills and tools so that they can deliver actions within the community and service pillars – focus should be on ensuring members have skills and resources to do their jobs
- M1 and M3 are directly related
- Diversification of the workforce (M4) is important

Following the presentation, the following additional ideas were raised in plenary:

- Need to consider how to support teams that are understaffed for various reasons , including a continued focus on wellness
- Leadership at all levels is critical
- Frontline represents almost 50% of the staff complement and is the face of OPS to the community and particular attention needs to be paid to this part of the membership.

Actions to Consider Within Member Pillar

Acknowledging that “Member Engagement” should be a key focus for the balance of this business plan, participants suggested the following actions:

- Leadership – Coaching and skills development at all levels of the organization; formal and informal processes; highlight work of positive leaders. Culture shift – Encourage strong and positive leadership
- Training and Career Paths – Develop realistic and attainable training and career paths for members given the implementation of the new SI model

- Involvement – Develop engagement plans; Encourage active participation; Direct membership discussion; Improve member involvement; Create communication framework and tools including meeting formats

3.2 Service Pillar

After three rounds of discussion, the third group presented the following main areas of focus:

- Focus on delivery of core policing services with a Cop-centric focus
- Continue to implement the operating model and modernization work
- Narrow the focus on fewer priorities to achieve success

Following the presentation, these additional ideas were raised in plenary:

- Need to determine the best way to deliver message to front line:
 - Finish/deliver on operating model
 - Career development opportunities (to train and grow)
 - Modernized workforce

Actions to Consider within the Service Pillar

Acknowledging that “Providing support to members to deliver quality service” should be a key focus for the balance of this business plan, participants suggested the following actions:

- Focus on Leadership, Stabilization and Alignment – Ensure some continuity and consistency for people
- Refine our Service Delivery Model (SDM) – Focus on finishing implementation of new operating model; Continuous improvement through evaluation; Identify skills gaps and support the development of those skills; Define, direct and communicate aligned activities (e.g. so people can see the connection to how their role/job contributes to a bigger whole)

3.3 Community Pillar

After three rounds of discussion, the third group presented the following main areas of focus:

- Community “trust and confidence” is a targeted outcome and vision for the police service.
- The organization should narrow its focus on the single objective of building community partnerships to develop collaborative solutions



- In order to achieve this objective, the OPS should aim to increase the number of informal partnerships and positive community interactions
- An engaged membership is a critical success factor, as the majority of interactions with the community take place on the frontline
- Accomplishments to-date include establishing an integrated community policing strategy including two Formalized Community Networks (FCNs) and a multi-year action plan on bias neutral policing

Actions to Consider within the Community Pillar

Acknowledging that, “Community interaction and trust” should be a key focus for the balance of this business plan, participants suggested the following actions:

- Develop a communications and outreach strategy to foster positive interactions with all frontline members and the community
- Implement two community tables and transition into operations

Section 4 - Discussion Recap

It was acknowledged that building trust and confidence was a recurring theme. The following highlights were reviewed in plenary:

1. Trust is a foundational element to our work in all of the pillars
2. Key areas of focus in this final timeframe of the existing plan include:
 - a) Member engagement
 - b) Building and enhancing relationships with the community
 - c) Supporting our members to provide quality services (e.g. have the skills and tools they need to be effective)

Some elements of the strategic business plan have transitioned into operations (e.g. wellness) and will continue notwithstanding the identified priorities for the remainder of this planning cycle.

3. Need to create a plan with tactics and activities along with metrics
4. Communication and member engagement is critical. We need to let them know that, “We’ve heard you” – acknowledge that there is too much on everyone’s plate – need to be more focused. Important to develop and implement a communications plan.

Other ideas about communication were raised including:

- a. All of us in this room need to be saying the same message
- b. We should keep all ideas to review for the next business plan exercise



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- c. Consider having a “post card sized” handout with the key areas of focus
- d. Check in with different parts of the organization, possibly through the chain of command, to ensure alignment before presentation to the Senior Leadership Team (SLT).
- e. Consider the working groups used for the initial business planning exercise may be able to be involved with a consultation process.

Section 5 – Closing Remarks

The Board Chair thanked everyone for their input and indicated that the staff would summarize today’s discussions which would be shared with the Policy and Governance Committee (P&G). He invited everyone to attend the P&G meeting. In a continued effort to ensure an open and transparent discussion, efforts will be made to involve the Association in the next planning cycle.

The Chief echoed the Chair’s comments and thanked everyone for their thoughtful input. He acknowledged the need to communicate the results, and our areas of priority, in short order. Staff will summarize the discussion from today and the identified priorities, for presentation to the Senior Leadership Team (SLT). There will be some concrete actions in the next few months.

The Chief confirmed that the full Board would also receive the summary.

Appendix A

2016-2018 Business Plan - Mid-Term Refresh Thursday, September 28, 2017 • 8:00am – 1:30pm - Hellenic Centre

Mid-Term Refresh - Meeting Objectives

1. Set the context and identify what has changed since the introduction of the Business Plan;
2. Discuss if and how the changing landscape and the accomplishments affect the Plan;
3. Identify top priorities for the remaining half of the 2016-2018 planning cycle

Attendees

Ottawa Police Services Board & Executive Director
Planning, Performance and Analytics (PP&A) Representatives

OPS Executive Committee
Senior Leadership Team

Mid-Term Refresh Agenda

8:00	Welcome and Opening Remarks	Eli El-Chantiry Chair, OPSB Charles Bordeleau , Chief
8:05	Session Objectives and Process Overview	Nora Sheffe , Facilitator
8:10	Environmental Context and Progress to Date •	Planning, Policy and Research Team and Others
9:30	Break	
9:45	Issues Discussion – Small Group Discussion by Pillars • How does the changing landscape and accomplishments to date affect the business plan? • What additional actions, if any, should be considered (either for the balance of this plan or for the next plan)	All
10:45	Brief Break	
10:55	Issues Discussion – Small Group Presentation and Plenary Discussion • Present and discuss impacts to the business plan • Timeline proposed actions (in next 18 months or next business plan)	All
12:00	Lunch Break – Brief Pause	
12:15	Priorities for Action in the next 18 months • Identify priority actions (e.g. from the 30 actions itemized in the business plan along with any additional actions as proposed) • Discussion of priority voting	All
13:15	Review and Wrap-Up	Nora
13:20	Next Steps and Closing Remarks	Chair and Chief
13:30	Adjourn	



Appendix B – List of Invitees

GROUP	NAME	TITLE
Ottawa Police Services Board (x8)	Eli El-Chantiry	Chair & City Councillor
	Allan Hubley	City Councillor
	Tim Tierney	City Councillor
	Krista Ferraro	Executive Director
	Jim Durrell	Vice-chair & Provincial Appointee
	Carl Nicholson	Provincial Appointee
	Suzanne Valiquet	Provincial Appointee
	Sandy Smallwood	Citizen (Council Appointee)
OPS Senior Leadership Team (SLT) (x18)	Charles Bordeleau	Chief
	Steve Bell	Deputy Chief
	Jill Skinner	Deputy Chief
	Debra Frazer	Director General
	Mark Ford	Superintendent Frontline Operations
	Joan McKenna	Superintendent Community Relations & Frontline Specialized Support
	Scott Nystedt	Executive Officer
	Chris Renwick	Superintendent Criminal Investigations
	Chris Rheaume	Superintendent Support Services
	Paul Johnston	Superintendent
	Randy Mar	Chief Planning and Strategy Officer
	Lynne Campbell	Chief Human Resources Officer
	Jeff Letourneau	Chief Financial Officer
	Daniel Steeves	Chief Information Officer
	Pam Mills	Chief Physical Environment Officer
	Christiane Huneault	General Counsel
	John Steinbachs	Director Corporate Communications
	David Snoddy	Director Community Development
PP&A Support (x5)	Dianna Millar	Manager, Planning, Policy & Research
	Cameron Hopgood	Manager, Business Performance
	Jennifer Ghadiali	Research and Evaluation Specialist
	Trisha Caron	Research Analyst
	Jessica Pino	Sr. Admin
Facilitator	Nora Sheffe	Facilitator