

**Report to / Rapport au:**

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

**29 January 2018 / 29 janvier 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'ACTIVITES 2016-2018 – RAPPORT 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 the Service focus its' efforts on priorities, successfully achieve our mandate, and fulfill legislative responsibilities. This Plan provides the roadmap to guide our work, our decision-making and allocation of resources from 2016-2018. It was developed to meet the changing needs of our members, our partners and the community we serve. The plan is also designed to be flexible, allowing the Service to adjust to emerging opportunities and changing community needs.

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 will stand during the planning period. They are complementary and mutually supporting areas in which we will invest 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 the 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).

### **Joint PSB/OPS Mid-Term Refresh Workshop**

On September 28, 2017, the Board and the Service held a full-day workshop to:

- Set the context and identify what has changed since the introduction of the Plan;
- Discuss if and how the changing landscape affects the Plan;
- Set priorities for the remaining year in the planning cycle; and
- Identify key activities required to deliver on the priorities.

As part of the workshop, a review of trends impacting public safety and security were discussed. This included feedback from the community, perceptions of safety and

security; reviewing demographic and societal trends; the changing nature of crime and complexity of investigations; Social disorder issues, and aligning the service delivery model to meet legislative and regulatory obligations.

In addition, preparation for the workshop included a media scan; polling our leadership team and community police officers, city councillors, and BIAs; and consolidating the information collected through various community outreach activities such as the Outreach Liaison Team, SI Community Advisory Group, and the MYAP Advisory Group, to identify priority issues. The top issues and concerns included: Supporting our membership; The trust and confidence of our community; Diversity of our membership; Gun and gang violence; Drugs (Opioids/ Fentanyl); Traffic and road safety; and resources constraints.

The intent of the workshop was to focus our efforts for the remainder of the planning period with emphasis on our members. ***Engaged and supported employees are better positioned to deliver quality service, and will positively interact with our communities.***

During the workshop, it was acknowledged that building trust and confidence continues to be a foundational element to our work in each of the three strategic pillars (Members, Community, and Service).

Key areas of focus for the remainder of the planning cycle include:

- Member engagement;
- Fostering and building relationships with our communities; and
- Supporting our members to deliver quality service.

It was agreed that to accomplish this, a member-centric approach is required.

It was also recognized that many elements of the original plan have been accomplished and successfully transitioned to operations, such as the Wellness Strategy. The workshop summary report is presented in Appendix A.

## 2018 Renewed Focus

Following the workshop, OPS' Senior Leadership Team worked to further refine the goals and objectives which are tied to the targeted outcomes as outlined in the Plan. These were presented to the Board's Policy and Governance Committee on December 12, 2017, and further refined as follows:

We will support our members to deliver quality service 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.

We will engage our members by:

- supporting, developing and communicating with them.

We will foster and build relationships with our communities 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.

A summary of our renewed focus for 2018 is presented in Appendix B.

The Service also identified specific actions for the calendar year to achieve these objectives. This includes sustaining established programs that promote member wellness, increase diversity, and improve outreach and recruitment.

#### Next Steps – 2016-2018 Plan

The Service will communicate our renewed focus to the membership both electronically and in-person through a variety of mediums to increase awareness.

### **CONSULTATION**

The Plan was revised in consultation with the Board, and presented to the OPSB Policy and Governance Committee.

### **FINANCIAL IMPLICATIONS**

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

### **SUPPORTING DOCUMENTATION**

Document 1 – Mid-Term Refresh Workshop Summary Report

Document 2 – Highlights of our Renewed Focus in 2018

**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 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 to 2018 will help us accomplish this goal.