

DEVELOPING BOARD'S NEXT STRATEGIC PLAN

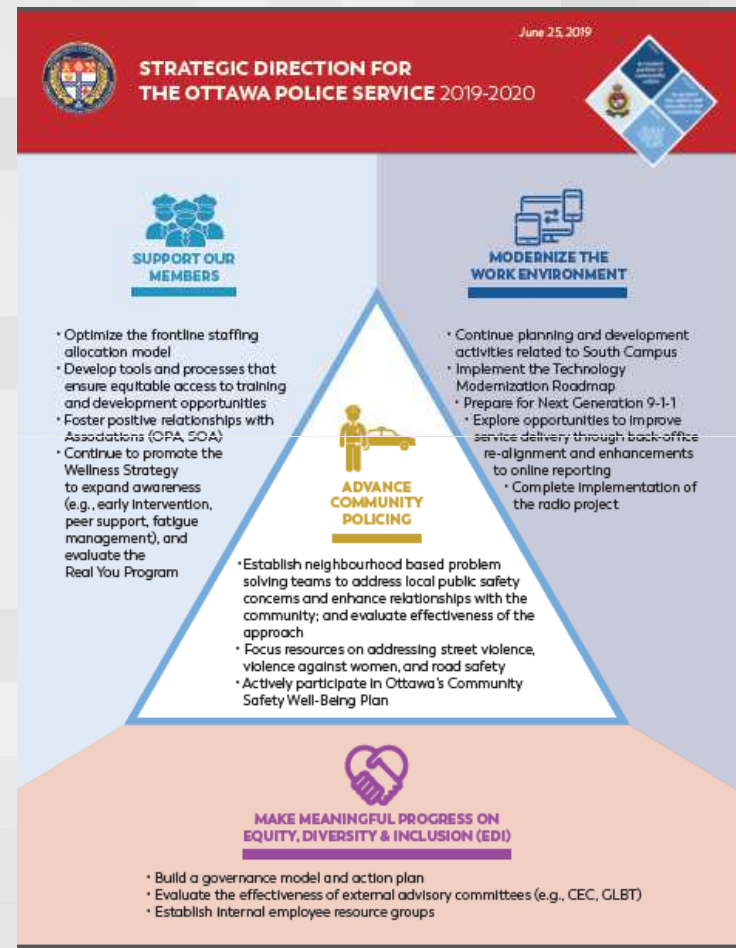
Policy and Governance Committee Meeting

11 May 2020



OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire



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BACKGROUND/CONTEXT



- PSB approved current Strategic Direction in June 2019
- Began discussions at P&G in February on jointly developing 2021-2023 Strategic Plan; public opinion research, member engagement survey, and demographic collection and analysis currently **on hold** given COVID-19
- Service delivery and planning landscape has changed substantially...much unknown/speculative on societal, economic, and public safety impacts in post-COVID environment
- Locally, stabilization/recovery with wide-ranging financial pressures, most vulnerable/marginalized populations, community resiliency

OPTIONS FOR DEVELOPMENT OF 2021-2023 STRATEGIC PLAN



- Typically, extended effort to gather and analyze background data (\pm \$150,000 out-of-pocket costs)
- Considered various options, with trade-offs/balancing between environment, data, quality, effort, and time
- Potential changes in objectives, timelines, scope and budget post-COVID

Extend/adjust existing plan

Accelerate on minimal, but strategic input / analyses

Proceed with fulsome product

OPTIONS FOR CONSIDERATION



Option A: Extend/Adjust Current Strategic Direction

Minimal environmental scanning/data gathering

Proxies for public input

Utilize previous demographic and inclusion data

Rebaseline key priorities/initiatives

Update/minimal editing of plan

Post-COVID recovery unknown

Option B: Accelerated and scaled-back Plan

Member engagement survey; no analysis of open-ended comments

Scaled back/less inclusive public opinion research, limited subgroup analysis

Reliance on previous (2018/2019) data

Less time to synthesize results; likely single (facilitated) joint planning meeting

Less time for plan preparation and review

More basic plan without indicators, less polished layout & design

Option C: Proceed with fulsome plan, push back date

Full member engagement survey

Full & inclusive public opinion research

Updated member demographics & inclusion data

Fulsome synthesis & analysis, facilitated planning meeting(s)

More time for drafting and reviewing plan

Plan with objectives and indicators, more polished layout & design

RECOMMENDATION



Recommend Adjusting/Extending Current Plan:

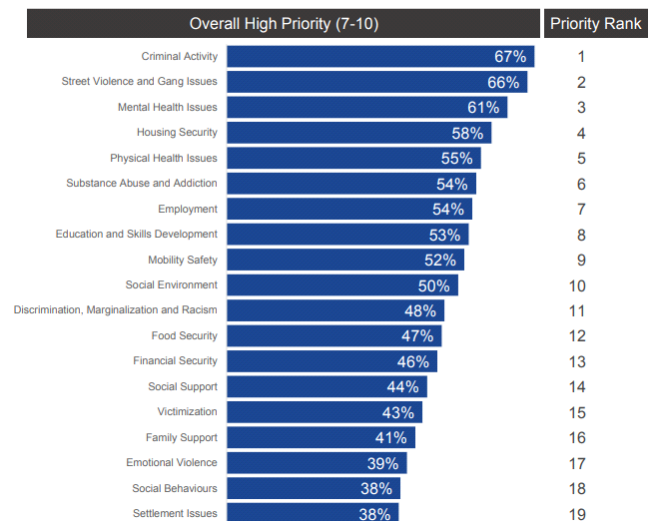
Post-COVID landscape relatively unknown at this point

Several key priorities/initiatives impacted by pandemic

Similar to mid-year refresh adopted for current plan; opportunity to adopt rolling 1-year horizon

Explore consultation approaches including collaboration with CSWBP consultation as they restart

Lowest cost and most flexible option



QUESTIONS/DISCUSSION

