



**OTTAWA POLICE SERVICES BOARD REPORT 6
COMMISSION DE SERVICES POLICIERS D'OTTAWA - RAPPORT 6**

**TO THE COUNCIL OF THE CITY OF OTTAWA
AU CONSEIL DE LA VILLE D'OTTAWA**

**22 FEBRUARY 2012
22 FÉVRIER 2012**

The **POLICE SERVICES BOARD** met on **23 JANUARY 2012** and submits the item contained in this Report for the information and/or approval of Council at its meeting of **22 FEBRUARY 2012**.

La **COMMISSION DE SERVICES POLICIERS** s'est réuni le **19 DECEMBRE 2011** et soumet l'article du présent rapport au Conseil pour information et/ou approbation lors de sa réunion du **2 FÉVRIER 2012**.

PRESENT / PRESENCES :

Chair/président:	E. El-Chantiry
Vice Chair/vice président	J. Durrell
Members/Membres:	A. Doyle
	J. Harder
	H. Jensen
	C. Nicholson
	J. Watson

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1. POLICE SERVICES BOARD STRATEGIC PLAN 2012-2014
PLAN STRATÉGIQUE DE 2012-2014 DE LA COMMISSION DE SERVICES POLICIERS

BOARD RECOMMENDATION

That the City of Ottawa Council receive this report for information.

RECOMMANDATION DE LA COMMISSION

Que le Conseil municipal d'Ottawa prenne connaissance du présent rapport à titre d'information.

DOCUMENTATION

1. Policy and Governance Committee's report dated 17 January 2012.
2. Ottawa Police Services Board Strategic Plan 2012 - 2014.
3. Extract of Draft Minute: 23 January 2012.



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

*Working together for a safer community
La sécurité de notre communauté, un travail
d'équipe*

**REPORT
RAPPORT**

DATE 17 January 2012

TO/DEST. Chair and Members, Ottawa Police Services Board

FROM/EXP. Policy & Governance Committee

SUBJECT/OBJET **BOARD STRATEGIC PLAN: 2012 - 2014**

RECOMMENDATION

That the Ottawa Police Services Board:

- 1. Approve the 2012 – 2014 Board Strategic Plan attached as Annex A.**
- 2. Forward the Strategic Plan to City Council and to other partners for information.**

BACKGROUND

Early in 2011 the Police Services Board retained a consultant to develop a Communications Plan for the Board. In May, consultant Derek Johnston, Face Value Communications presented a draft Communications Plan to the Board's Policy & Governance Committee for review. During the discussion that ensued at that meeting, it was acknowledged that before the Board adopts a Communications Plan, it ought to agree on what it wants to accomplish and what difference it wants to make in the community, and then put a communications strategy in place to support those goals. It was agreed by the Committee and subsequently by the full Board that the Board should hold a strategic planning session to decide what its goals are and develop a strategic plan, and then revisit the communications plan prepared by Mr. Johnston.

The Communications Plan was received and approved by the Board in June 2011. Several recommendations have already been implemented while others are on hold pending the finalization of a Board Strategic Plan.

The Board held two half-day strategic planning sessions with the assistance of a facilitator on September 26 and 28, 2011. Since that time, the Policy & Governance Committee has taken the lead in reviewing and fine-tuning a draft Strategic Plan, with input from all Board members. The final product is attached as Annex A. In working on the plan, other large police boards across Canada were consulted regarding their strategic plans; it is worth noting that the Ottawa Police Services Board will become the first police board in the country that we are aware of to develop a strategic plan solely for itself as opposed to the police service it governs.

DISCUSSION

The Board Strategic Plan contains a Vision, Mission and Values, which are as follows:

VISION

A respected provider of firm, fair and fiscally responsible governance.

MISSION

The Ottawa Police Services Board is committed to providing excellent governance and oversight for the Ottawa Police Service by understanding community and police service needs in fulfilling its legislative mandate.

VALUES

- * *Ethical and Transparent*
- * *Accountable and Autonomous*
- * *Fiscally Responsible*
- * *Communicative and Consultative*
- * *Respectful of Diversity*

The Plan also contains three broad **Themes** under which specific goals and objectives are noted. Thought was given to ensuring the Board's themes, goals and objectives support those contained in the Police Service's Business Plan where possible and appropriate. The Board's themes are as follows:

1. **Governance and Oversight:** This captures the legislatively mandated responsibilities of the Board to provide oversight and governance to the police service through functions such as: setting policies for the adequate and effective delivery of police services; strategic planning and priority setting; developing strong leadership capacity with the Service; providing oversight through the receipt of regular reports from the Chief of Police on various aspects of the police service, in accordance with the Board's Calendar of Monitoring Requirements; as well as advocacy work.
2. **Fiscal Responsibility:** This theme recognizes the Board's desire to demonstrate ongoing respect for taxpayers and to display efficiency through the goal of Planning and Operating within Fiscal Realities, while at the same time ensuring OPS members have the tools to do their jobs safely and effectively.

3. **Connecting with the Community:** This addresses many of the elements of the Board's Community Engagement Strategy adopted in 2008. It is divided into two goals: "Communicate", and "Educate and Engage". Both goals are aimed at continuing to enhance two-way understanding, trust and respect between the Board, its partner organizations and the public, through a variety of mechanisms.

NEXT STEPS

Once the Strategic Plan is adopted, it will be posted on the Board's website and widely disseminated to community partners and other individuals on the Board's distribution lists. It will also be forwarded to City Council and to the Police Service for information. It is hoped that the document will provide greater clarity around the work of the Board and its priorities over the next three years, as well as guiding the Board's work plan in each of those years.

As it is the first of such plans, it is considered a starting point that the Board can build on in the future. Feedback from outside parties will be welcomed and collected over the life of the first plan, to be taken into consideration when it is next reviewed.

The Policy & Governance Committee will also revisit the Communications Plan received last June to identify which outstanding recommendations should be implemented in support of the Strategic Plan, recognizing the Board's existing financial and human resources.

CONSULTATION

Chief White and members of the Police Service were consulted and given the opportunity to provide input into the draft Plan.

FINANCIAL STATEMENT

There are no financial implications associated with this report.

CONCLUSION

The Ottawa Police Services Board has not previously had a strategic plan of its own; in fact, with approval of the attached Plan, it is believed that this Board will become the first police governing body in the country to adopt a strategic plan for itself as opposed to the police service it oversees. The Plan will serve to provide clarity to the public and the Board about what the Board sees as

its primary goals and what it hopes to accomplish over the 2012 to 2014 timeframe. It will also provide clearer direction to guide the Board's activities in support of the identified goals.

Submitted by the Policy & Governance Committee:

Carl Nicholson, Chair
Adriana Doyle
Jim Durrell

Attach. (1)

OTTAWA POLICE SERVICES BOARD STRATEGIC PLAN 2012 - 2014

VISION

A respected provider of firm, fair and fiscally responsible governance.

MISSION

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THEMES

THEME 1: GOVERNANCE AND OVERSIGHT

1.1 Goal: Set Policies to ensure the Adequate and Effective Delivery of Police Services
Fulfill our governance responsibilities as mandated by the *Police Services Act* of Ontario by establishing policies for the effective management of the police service and the effective operation of the Board.

1.1.1 • Develop new policies when required by legislation, when gaps are identified, or when new situations arise that require policy direction.

1.1.2 • Review Board policies at least once every 3 years.

1.2 Goal: Strategic Planning & Priority Setting

Be forward-looking and proactive in planning for future needs by fulfilling our legislative responsibility under the *Police Services Act* to establish strategic priorities for the Ottawa Police Service, as well as for the Board.

1.2.1 • Ensure, and participate in, the development of a business plan for the Police

	Service every three years in consultation with the community, the Chief of Police and his Executive Team.
1.2.2	<ul style="list-style-type: none"> Receive and review reports from the Chief on progress towards achieving business plan goals and objectives semi-annually.
1.2.3	<ul style="list-style-type: none"> Review Board strategic plan every term of Council.
1.2.4	<ul style="list-style-type: none"> Develop an annual work plan for the Board to implement its strategic plan.
<p>1.3 Goal: Develop our People Ensure that future leaders exist within the Ottawa Police Service by encouraging and supporting the cultivation of leadership capacity and personal development of Police Service members.</p>	
1.3.1	<ul style="list-style-type: none"> Support the Police Service Business Plan Priority of “Investing in our People” by ensuring adequate resources are included in the annual budget to carry out the Business Plan goals and objectives.
1.3.2	<ul style="list-style-type: none"> Annually review Executive and Non-Executive Police Service succession plans.
1.3.3	<ul style="list-style-type: none"> Annually evaluate the Chief’s performance and review performance evaluations of the Deputy Chiefs and Director General.
<p>1.4 Goal: Advocacy Demonstrate leadership by influencing public policy at the provincial or federal level.</p>	
1.4.1	<ul style="list-style-type: none"> On an as required basis, adopt resolutions and correspond with the provincial or federal governments to advocate for change that will benefit the public and/or police services.
1.4.2	<ul style="list-style-type: none"> Actively participate in, and support the advocacy efforts of, the Big 12 Ontario police services boards, the Ontario Association of Police Services Boards and the Canadian Association of Police Boards.
1.4.3	<ul style="list-style-type: none"> Work with other partners to advance advocacy efforts when appropriate.
<p>1.5 Goal: Fulfill Oversight Responsibilities Fulfill our oversight responsibilities as set out in the <i>Police Services Act</i> to ensure the Police Service is compliant with Ministry Standards and various requirements under the <i>Act</i>, including the Chief’s administration of the complaints system.</p>	
1.5.1	<ul style="list-style-type: none"> Receive regular compliance reports from the Chief of Police as set out in the Board’s annual Calendar of Monitoring Requirements.

THEME 2: FISCAL RESPONSIBILITY

<p>2.1 Goal: Plan and Operate within Fiscal Realities Continue to demonstrate respect for taxpayers’ money by ensuring the Police Service operates as efficiently as possible, while still providing adequate and effective policing and ensuring members of the Service have the tools to perform their jobs effectively and safely.</p>	
2.1.1	<ul style="list-style-type: none"> • Provide input into, review and approve annual Police Service budget.
2.1.2	<ul style="list-style-type: none"> • Review quarterly updates on the budget
2.1.3	<ul style="list-style-type: none"> • Ensure the Chief has performance measurements in place to assess effectiveness of programs and services.

THEME 3: CONNECTING WITH THE COMMUNITY

<p>3.1 Goal: Communicate Continue to build greater respect for and trust in the Board by enhancing the quantity and quality of communication between the Board and the community in two ways: a) Improve information-sharing about the work of the Board in an open and accountable manner; and b) Enhance the ability of the public to communicate with the Board in an open and accessible manner.</p>	
3.1.1	<ul style="list-style-type: none"> • Hold a PSB annual general meeting to coincide with the release of the OPS annual report, to report Board achievements to “shareholders”.
3.1.3	<ul style="list-style-type: none"> • Continue quarterly newsletter about the Board’s work.
3.1.4	<ul style="list-style-type: none"> • Continue implementation of the Communications Plan
3.1.5	<ul style="list-style-type: none"> • Develop a crisis communications plan by June 2012
<p>3.2 Goal: Educate and Engage Enhance two-way understanding, trust and respect between the Board, partner organizations, and the public by: a) Improving the Board’s awareness and understanding of community needs and concerns. b) Increasing awareness about the Board and its work, or the work of the Police Service when appropriate. c) Working with community partners to address issues of concern.</p>	

3.2.1	<ul style="list-style-type: none">• Include presentations by OPS staff at regular board meetings on subjects of interest to the public when appropriate.
3.2.2	<ul style="list-style-type: none">• Hold informal meetings with targeted and specific community partners to build and enhance relationships.
3.2.3	<ul style="list-style-type: none">• Hold Public Interest or community consultation meetings when appropriate.
3.3.4	<ul style="list-style-type: none">• Support the Police Service Business Plan Priority of “Expanding Public Education, Community Engagement and Mobilization”.
3.3.5	<ul style="list-style-type: none">• Board members may choose to attend and speak at community events or meetings.

3. **POLICE SERVICES BOARD STRATEGIC PLAN 2012-2014**
Policy and Governance Committee's report dated 17 January 2012
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That the Ottawa Police Services Board:

- 1. Approve the 2012 – 2014 Board Strategic Plan attached as Annex A.**
- 2. Forward the Strategic Plan to City Council and to other partners for information.**

CARRIED