

Ottawa Police Services Board

STRATEGIC PLAN



2012 - 2014

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

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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 Receive and review reports from the Chief on progress towards achieving business plan goals and objectives semi-annually.
- 1.2.3 Review Board strategic plan every term of Council.
- 1.2.4 Develop an annual work plan for the Board to implement its strategic plan.

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.

- 1.3.1 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 Annually review Executive and Non-Executive Police Service succession plans.
- 1.3.3 Annually evaluate the Chief's performance and review performance evaluations of the Deputy Chiefs and Director General.

1.4 Goal: Advocacy

Demonstrate leadership by influencing public policy at the provincial or federal level.

- 1.4.1 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 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 Work with other partners to advance advocacy efforts when appropriate.

1.5 Goal: Fulfill Oversight Responsibilities

Fulfill our oversight responsibilities as set out in the *Police Services Act* to ensure the Police Service is compliant with Ministry Standards and various requirements under the Act, including the Chief's administration of the complaints system.

- 1.5.1 Receive regular compliance reports from the Chief of Police as set out in the Board's annual Calendar of Monitoring Requirements.

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Theme 2: Fiscal Responsibility

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.

- 2.1.1 Provide input into, review and approve annual Police Service budget.
- 2.1.2 Review quarterly updates on the budget
- 2.1.3 Ensure the Chief has performance measurements in place to assess effectiveness of programs and services.

Theme 3: Connecting With The Community

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.

- 3.1.1 Hold a PSB annual general meeting to coincide with the release of the OPS annual report, to report Board achievements to "shareholders".
- 3.1.2 Continue quarterly newsletter about the Board's work.
- 3.1.3 Continue implementation of the Communications Plan
- 3.1.4 Develop a crisis communications plan by June 2012

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.

- 3.2.1 Include presentations by OPS staff at regular board meetings on subjects of interest to the public when appropriate.
- 3.2.2 Hold informal meetings with targeted and specific community partners to build and enhance relationships.
- 3.2.3 Hold Public Interest or community consultation meetings when appropriate.
- 3.2.4 Support the Police Service Business Plan Priority of "Expanding Public Education, Community Engagement and Mobilization".
- 3.2.5 Board members may choose to attend and speak at community events or meetings.