

A Plan Where Everyone Matters

2013-2015 Business Plan

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

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



**OTTAWA POLICE SERVICE
SERVISE DE POLICE D'OTTAWA**

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

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THANK YOU

A special thank you to all that have been involved, your contributions matter:

- citizens of Ottawa who participated in the *Let's Chat About Priorities* community consultation and to those who completed the 2012 Public Survey on Policing Services;
- residents, youth, business, community stakeholders, city councillors, policing and community partners who provided input throughout;
- Ottawa Police members who expressed their thoughts and concerns during the process and to those who completed the 2012 Member Engagement Survey;
- Members of the Ottawa Police Services Board for their guidance, input and advice in the business planning process; and,
- Members of the Business Plan Leadership teams and the many participants whose ideas and valuable input built the *Plan*.

The future success of the *Plan* will be defined by the involvement, dedication, innovation and commitment from all who have contributed in building *A Plan Where Everyone Matters: 2013–2015 Business Plan*.

Policing in Canada and in Ottawa is facing unprecedented challenges - shifting demographics; the changing nature of crime; societal changes brought on by technological innovation; complexities of the court system; changing policing demands; high community expectations; fiscal pressures - are many factors changing the face of our city, and changing its policing needs.

The Ottawa Police Service Board and the Police Service is acutely aware of our changing community. We serve it daily. We respond to its challenges constantly. During this change, we also embrace the potential opportunities it affords us to adapt, improve and innovate how we work in order to better serve the people of Ottawa.

To respond, requires that we be accountable and requires a plan that responds to issues and concerns of the community and members. *A Plan Where Everyone Matters: 2013–2015 Business Plan* does just that. It is the result of a broad, wide-ranging, year-long consultation process that included targeted and general surveys, community meetings, consultations with community partners, municipal leaders and community organizations, and research that examined demographic, legislative and policing trends. This is the Ottawa Police Services Board's sixth such business plan since 1995.

In our fifth plan, titled *Plan for a Safer Ottawa*, we achieved some significant milestones. For example, we improved our service in a number of areas by partnering with community agencies (e.g. pilot project that has resident psychiatrists working alongside members of the OPS Mental Health Unit (MHU) in the downtown core). We also developed and launched the OPS Ethics Program that guides all members in living the core ethical values of *Honour, Courage and Service*. In addition, we improved deployment options, as well as service enhancement opportunities.

A Plan Where Everyone Matters: 2013–2015 Business Plan articulates four strategic priorities to action over the next three years —informed by the tremendous amount of input received from a broad audience that included residents, community partners, elected officials, youth, businesses, the academic community, community organizations and service agencies, and members of the Ottawa Police Service. The four strategic priorities are:

- **Value: Delivering Strong Performance and Social Value**
- **Community: Engaging and Investing in our Partnerships**
- **Members: Engaging and Investing in our People**
- **Service: Delivering Quality Service in Operations**

The plan outlines measurable goals and objectives for each priority, as well as action and success indicators. It is built upon a recognized need to:

- engage and build strong, productive working relationships with the community and community partners
- create a culture that engages members in a shared vision of policing innovation and excellence. Investing and supporting current and future members' well-being and tools to respond to the community's call for assistance

- through everyday interactions with citizens, foster positive engagement, ethical and professionalism
- protect the safety, security and quality of life for residents in Ottawa by delivering policing services that demonstrate positive impact and value to the community through the provision of quality services and enhanced performance accountability

The Ottawa Police will continue to focus on its core policing responsibilities and improving these services to the community. This plan is a roadmap that speaks clearly to a common understanding of the direction that responds to member and community needs, for the next three years.

The plan is also meant to be flexible, so that it keeps the needs of Ottawa in focus as the city continues to evolve. Innovation, continual improvements and annual planning allow the OPS to stay at the forefront of community and policing issues and improve service to the community, no matter what new challenges and opportunities arise.

The Plan is a result of valuable contributions, insights and feedback. Its success will be result of the dedication, creativity and enthusiasm of our members, volunteers, community partners and community support.

This is *A Plan Where Everyone Matters*.

Why do a Business Plan ?

The *Police Services Act, Regulation 3/99, s. 30 (1)* requires that all Police Services Boards in the Province of Ontario prepare a Business Plan once every three years to guide the delivery of policing services to the community.

Business planning requires that we look at the past to assess what we have accomplished and how we are doing today; look to the future to identify emerging issues, community concerns and future challenges; all the while asking ourselves how can we improve service by looking at new or alternative ways of doing business.

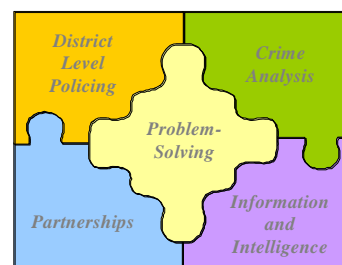
The 2013–2015 Business Plan is the Ottawa Police Services Board’s sixth Plan since 1995. It responds to identified community concerns, crime and policing pressures, and includes input from residents, businesses, educational and community stakeholders, youth, Mayor and city councillors, members of the Ottawa Police (OPS) and the Ottawa Police Services Board (Board). This Plan establishes the future priorities, goals and measurable outcomes to successfully achieve the organization’s mandate and legislative responsibilities. It is a strategic plan of action designed to be responsive to community needs and will evolve over time to adjust to changing community and policing needs.

Delivering Quality Policing Services

The OPS has a statutory requirement to comply with the *Police Services Act* and all applicable regulations, including Provincial Adequacy Standards that mandate the provision of policing services to the community. Those services include: crime prevention, law enforcement, assistance to victims, public order maintenance and emergency response services. The demands for these services – both reactive and pro-active – are by their very nature, driven by the needs of the community.

To comply with these statutory responsibilities, the OPS has implemented a Service Delivery Model that focuses on developing community-based, problem-solving partnerships at the neighbourhood level. The model is highly adaptable and can easily be refocused to deal with emerging policing and community concerns.

The community and policing environments are continually changing, which requires policing services to be delivered in a manner that is appropriate today and adaptable to the future. The Board and the OPS have recognized this challenge and have taken the opportunity to lead change within the Service and the Canadian police sector. Recently, the Police Service initiated a review of its services in order to identify service improvements, efficiencies and new or alternative ways of doing business. It will identify opportunities that allow the Police Service to reinvest in service to citizens and meet our policing responsibilities in an era of constrained budgets.



The Planning Process

The current 2010–2012 Business Plan expired December 2012. Over the past year, the Board and OPS have engaged and involved residents, members of the Police Service, community partners, school boards, businesses, youth and city councillors in the planning process. The key components of the planning cycle are illustrated in the Figure 1.

Figure 1 – Planning Process Timeline



The Inputs

One of the initial steps in the planning process requires an examination of the accomplishments in the current Plan, and to identify current and emerging community, member and stakeholder concerns and potential challenges. Throughout this initial stage, the Board and the Police Service have sought opportunities to engage and gather input from residents, OPS members, city councillors, businesses, school boards, community stakeholders and organizations, Board members, and our municipal and law enforcement partners.

The OPS has reported the results of the *2012 Public Survey on Policing Services*, the *2012 Member Engagement Survey* and the *2012 Environmental Scan*. These results, along with community input from the Board’s Community Outreach and Engagement Strategy, the Let’s Chat sessions and input from other community stakeholders, represent key information sources for the Board and OPS to consider in examining the current environment. They also identify emerging issues, community concerns and potential challenges for the future. Figure 2 summarizes the key inputs.

Figure 2: Inputs to the Planning Process

RESEARCH SOURCES		ENGAGEMENT SOURCES	
2012 Public Survey on Policing Services	2012 Member Engagement Survey and Directorate Workshops	Community Stakeholders / Partners (e.g., COMPAC, GLBT, YAC)	Mayor’s Council on Business Improvement Areas
Policing & Legislative Trends	Crime Trends	Youth – Mayor’s Summit	School Boards (Safe Schools Committee)
Demographic Trends	Annual Activity Report	OPSB Community Outreach and Engagement Meetings	Mayor & City Councillors
Mayor & City Councillor Survey	Budget Directions	Ottawa Police Service Members	Community Organizations via District operations
Best Practice Research Service Initiative	Accomplishments 2010-2012 Business Plan	Monthly OPSB Board Meetings	Taking Action Together: Addressing Gangs in Ottawa
Service Initiative	2012 Environmental Scan	Let’s Chat About Priorities	

Why Do a Business Plan ?

Reflecting Back on Achievements and Accomplishments: 2010–2012 Business Plan

To ensure accountability and transparency the OPS has monitored and tracked progress of its goals, objectives and outcomes through a self-assessment completed every six months, with the results reported to the Board, the community and members of the OPS. In addition to delivering on its core policing responsibilities the OPS has, over the past three years, completed the following significant outcomes identified in the *2010–2012 Plan for Safer Ottawa*:

- ✓ completed the Criminal Investigative Service Enhancement Project that examined caseload, workload, redeployment options and service enhancement opportunities
- ✓ developed and launched the OPS Ethics Program that serves as a reminder for all members, the fundamental ethical values of: *Honour, Courage and Service*
- ✓ enhanced the deployment model for the School Resource Officer program
- ✓ improved services to victims in Ottawa, including the creation of the Coordinated Victims Assistance Network of Ottawa
- ✓ renewed the Integrated Road Safety Program (2003-2011) to the new *Strategic Road Safety Action Plan: 2012–Beyond* and the 2012 Safer Roads Ottawa Program, done in partnership with the City
- ✓ created innovative awareness, prevention and enforcement programs such as the “All Valuables Removed” campaign to combat theft from vehicles, and the Distracted Driving Enforcement and education initiative
- ✓ launched the Ottawa Police Youth Advisory Committee (YAC)
- ✓ implemented the new employee recognition program
- ✓ created the Civilian Career Initiative and progression to an OPS program
- ✓ introduced and expanded the “Real You” Ottawa Police Service Wellness Pilot Program, designed to improve participant’s overall health and wellness, and foster positive lifestyle changes
- ✓ launched the 2012 Workforce Census
- ✓ developed the Autism Registry pilot project, in partnership with Autism Ontario
- ✓ undertook a comprehensive inventory of existing partners and partnerships, in an effort to enhance our partnership work and resources
- ✓ improved service delivery for youth with a one-year secondment from the Children’s Aid Society (CAS) of Ottawa to the Ottawa Police Service’s Youth Section
- ✓ improved mental health service with the initiation of a pilot project that has resident psychiatrists working alongside an officer of the OPS Mental Health Unit (MHU) in the downtown core
- ✓ launched a Public Forum and Leadership Symposium, “Taking Action Together: Addressing Gangs in Our City”, in partnership with Crime Prevention Ottawa, the Youth Services Bureau and Ottawa Community Housing
- ✓ received community input from a number of events hosted by the Ottawa Police Services Board, including: Community Solutions for Preventing Youth Crime; Racial Profiling; Child and Youth Mental Health; and Let’s Chat Youth Café
- ✓ launched the Traffic Stop Race Data Collection Project, a tool to help address community concerns of racial profiling
- ✓ increased social media presence with the official launch of OPS Facebook and Twitter accounts

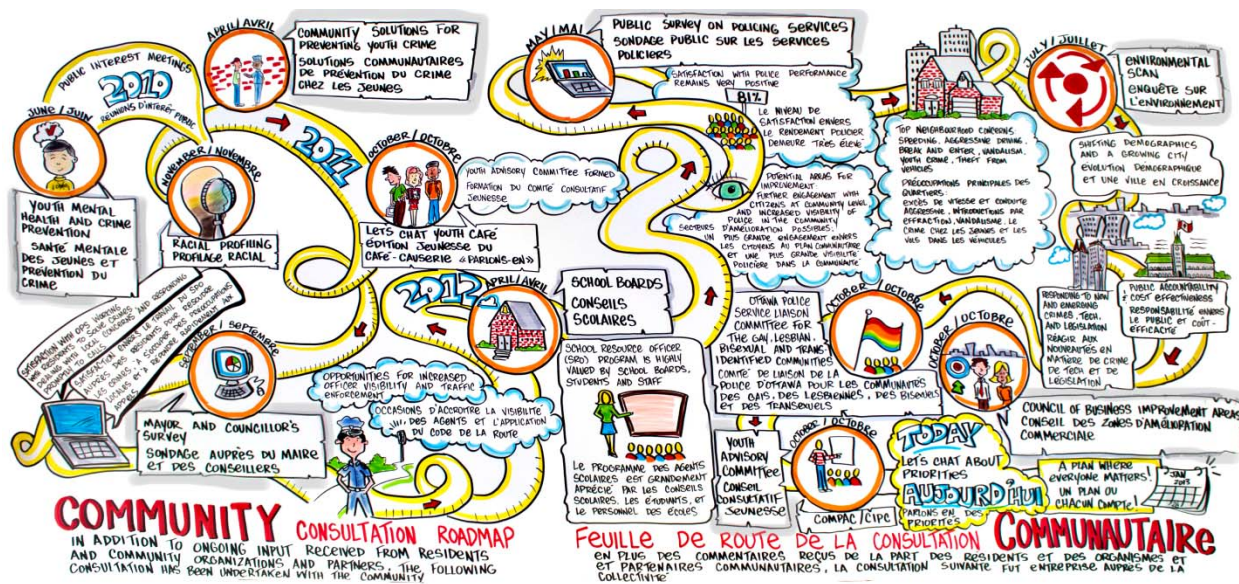
As with any long-term plan, there were a number of objectives that were identified for continued development in 2013, in particular:

- ensuring the ongoing compliance with the requirements of *Accessibility for Ontarians with Disabilities Act (AODA)* in 2013 and beyond
- continuing the ongoing development of the OPS Business Continuity Plan and partnership with the City of Ottawa in emergency planning and emergency preparedness
- completing a full analysis of the results of the OPS partnership inventory completed in 2012
- continuing the promotion and delivery of the OPS Ethics Program
- analyzing the results of the 2012 Workforce Census that was completed in November 2012
- continuing the delivery of the Safer Roads Ottawa Program

Community and Member Engagement and Input

Engagement, input and ongoing feedback have been an essential element throughout the planning process. Residents, businesses, school boards, community stakeholders, city councillors, members of the OPS, the Ottawa Police Association, the Senior Officers' Association and members of the Board have all been engaged and have provided input at various stages in the process. Additional input has also been received at Police Service Board meetings, community meetings and through ongoing consultations with community-based crime prevention and policing partners, community groups, businesses, business organizations and other police agencies. The figure below illustrates the many touch points with the community and members.

Figure 3: Community Consultation Roadmap



In addition to the above, input was also integrated through day-to-day interactions with community-based policing partners, community organizations, businesses, educational institutions, the City and other police agencies and stakeholders.

The compilation of research material garnered from community and member input was carefully examined and considered in setting the Board's strategic direction – broad priorities

that will assist the Service in responding to the current and future challenges, issues and pressures facing the community and the OPS over the next three years. Simply stated they are:

Value: Delivering Strong Performance and Social Value

Community: Engaging and investing in our Partnerships

Members: Engaging and Investing in our People

Service: Delivering Quality Service in Operations

More than 120 members — sworn and civilian, representing all ranks and all areas of the organization — further defined the broad themes by developing specific goals, objectives, actions and outcomes to be achieved by the year 2015. The initial draft was circulated for feedback with the Ottawa Police Association, the Senior Officers' Association, members of the Police Services Board, OPS members and with the community at the consultation session "*Let's Chat about Priorities: A Plan Where Everyone Matters*," held in December 2012. Feedback on the draft Plan was received through multiple sources (e.g. *Let's Chat*, online, through social media, phone, mail, surveys, email and OPS member Open House Sessions) with all the input reviewed and considered before finalizing the Plan.

Conclusion / Policing Environment

Policing in Canada is facing unprecedented challenges: shifting demographics; the changing nature of crime; increasing complexities of the court system; growing public expectations; and fiscal pressures.

Ottawa's population is growing, aging and becoming ever more culturally diverse. Resulting in changing demands placed on the community and the Police Service that must be monitored, while taking into account the impact on the city's youth, visible minorities, aboriginal, marginalized and vulnerable populations. In addition, Ottawa's size and geography pose challenges for the Ottawa Police Service. The City of Ottawa covers 2,796 square km and spans 90 km from east to west. This area is greater than Toronto, Montreal, Calgary, Edmonton and Vancouver combined. Furthermore, the area is almost 80% rural, with more farmland than any other city in Canada. This creates the need for different police service models that are tailored to urban, suburban and rural needs, and are supported by specialized equipment, often resulting in increased vehicle costs.

While the reduced levels of reported crime represents a positive trend in Ottawa, and mirrors the national trend, violent youth crimes, drug-related violence and gang activity continue to rise. The OPS must also be vigilant in monitoring and responding to new and emerging crime trends in the region (new drugs such as MDPV/bath salts, gun trafficking and human trafficking), and the changing nature of crime. For example, crimes "without borders" (e.g., Internet/cyber crime, identity theft and fraud) requires significant investment in training, new technology and equipment. Ottawa is a safe city, yet the fear of crime is still prevalent, especially for those in the vulnerable sectors of our society, who are susceptible to more frequent and more violent crimes.

Another broad area of police focus is ensuring public safety. Ottawa faces a unique challenge as the nation's capital. The OPS is responsible for public safety and security at almost 1,300 events annually, including parades, marches, strikes, demonstrations and special events. These events require the development and implementation of police operational plans supported by coordinated intelligence gathering, threat assessments and public safety strategies.

New demands are being placed on police agencies' front-line officers due to changes in provincial and federal legislation, increased complexities in the court system and more intensive community expectations. These factors impact training and equipment, and increase the paperwork and time needed to fulfil duties required for public/judicial accountability.

The information gathered from research and community input indicates a desire for increased officer visibility and a broader focus on crime prevention. Increased officer visibility and contact at the neighbourhood level is important to Ottawa citizens. The broader focus on crime prevention requires an integrated approach to problem-solving that is built on healthy partnerships between police and an engaged community. Police do not solely own the problem of crime prevention and reduction. We are partners in the process.

There is also increasing public interest in, and scrutiny of, the actions of law enforcement agencies. There has been notable public demand to ensure that honesty, integrity, professionalism and ethical conduct are emphasized as essential core values of policing. This requires moving toward increased public accountability, public trust and ethics in policing. The Ottawa Police Service has invested in a new Ethics Program, as well as risk management and quality assurance programs, in order to ensure public trust, accountability and ethical standards.

Given the increasing financial pressures, changing policing demands and high community expectations, as well as the operational reality of delivering police services that comply with legislative standards, we are always looking for opportunities to improve and explore new ways of doing business in order to build a model for the future that is effective and financially sustainable.

The Board and OPS recognize that the community and the policing environment are changing, and see these challenges as an opportunity to lead change within the OPS and the Canadian police sector. The OPS has initiated the Service Initiative (Si), a review of its services aimed at identifying efficiencies and ensuring value for money. This initiative is designed to identify service improvements, efficiencies and new or alternative ways of doing business. It will identify opportunities that will allow the Police Service to provide improved quality service to the community in an era of constrained budgets and expanding demands. Si is a comprehensive program that aligns with and is supported by the strategic directions, priorities, goals and outcomes identified in this 2013–2015 Business Plan.

Vision & Mission & Values

As the organization looks to the future and responds to potential challenges and opportunities, it is practical to reflect on the organization's core guiding elements, the Ottawa Police Service's vision, mission and values.

Our vision is forward-looking and challenges the organization to reach toward a desired future state. Our mission is an expression of our purpose. Our values are the fundamental principles, qualities and core beliefs that guide our actions, behaviours and work in achieving our vision and mission. Our vision, mission and values are supported by the core value of the Ottawa Police Service ***“Working together for a safer community”***.



Honour, Courage and Service are the fundamental principles that guide the actions, behaviours, values and professional role of members of the Ottawa Police Service. To foster these core values, the Ottawa Police Service subscribes to, and encourages the practice of the following ethical principles:

{ Leadership, Honesty, Integrity, Professionalism, Duty,
Respect, Compassion, Fairness, Loyalty and Responsibility }

Working together for a safer community

2013 Business to Plan 2015 Priorities

The Business Plan is a valuable tool that will guide the work of the Ottawa Police Service over the next three years. It will help shape and position the organization to respond to the changes occurring in our policing landscape and adapt to community priorities.

This Plan is about improving service and creating a sustainable police service for the community and OPS members. It is about delivering our policing responsibilities in a manner that will balance community expectations with available financial and resource capacity. It recognizes that we cannot do it alone. We will engage the considerable influence and expertise of our community, our community and municipal partners and our other police agency partners.

The Plan respects the nine principles of policing set out by Sir Robert Peel, the British statesman widely regarded as the founder of modern policing in the 1800s.

It means leading by example. To be recognized as a leader in the community and in the policing community. To be a conduit for transformational change in the city. To be involved in the community. To understand and be part of the solution in addressing the root causes of crime, preventing crime, rather than simply reacting and enforcing the law.

It requires innovation and continually exploring opportunities to provide the highest quality of police service for the residents of Ottawa. Continued and strengthened support and investment in our current and future members, to ensure that all members have the supports, resources, technology, tools and training to respond to the community's call for assistance.

It demands the highest ethical standards of policing— building the public's trust, being transparent and accountable for our actions; building a positive culture of "*doing the right thing.*" Ethical behaviour, both individually and organizationally, results in quality service and demonstrated value to the public.

The following four strategic priorities form the foundation of the 2013–2015 Business Plan: **Value | Community | Members | Service.** They will be our focus and areas of accountability. They are the building blocks, the foundation, upon which the organization will stand during the next three years. Each priority on its own is strong reflecting the diverse values and concerns gathered from the community and our members. Together, these four priorities knit together a stronger, safer community.

Peel's Nine Principles of Policing

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
5. Police Seek and preserve public favour not be catering to public opinion but by constantly demonstrating absolute impartial service to the law.
6. Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.
7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
8. Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

Sir Robert Peel



In guiding the delivery of these strategic priorities and their resulting 14 goals and 44 objectives, we will strive to:

Commit to engage and strengthen our partnerships with the community – The key to a safer community is rigorous community and member engagement. We will work to improve our service by building on the strength of the relationships we have with the community, our partners and members. The challenges we have in front of us can only be met if we work together.

Deliver policing services that meet the needs of the community – By delivering policing services that demonstrate social value, positive impact and value to the community, we are protecting the safety, security and quality of life in Ottawa, which is the mission of the Police Service.

Promote trust and confidence - We will focus on ethics and professionalism in the Ottawa Police Service. The duty of each and every police professional in the Service is to preserve life, property and the peace within the context of Canadian Law, and address community concerns with the highest ethical standards.

Be transparent and accountable - We will continue to establish meaningful performance metrics that quantify and demonstrate community value and return on investment, and communicate how we are doing in achieving our objectives and outcomes. This also includes continual monitoring and reporting to the Ottawa Police Services Board, the community and members.

These four guiding principles can be summarized as:

Engagement, Social Value, Ethics and Performance

Our strategic priorities are not static and the actions and initiatives in the Plan will evolve in order to keep pace with and respond to changes in demographics, legislation, technology, crime and our community's expectations. The priorities and guiding principles, taken together, will improve the Police Service's ability to respond to community needs and deliver effective and efficient policing services that are based on the fundamental principles of ethical police work, community and member engagement, demonstrating social value to the community.



VALUE: Delivering Strong Performance and Social Value

The OPS is committed to delivering programs and services that demonstrate — to members and the community — the social value and positive impact of investing in policing services.

The overall financial and social costs of crime are increasingly important for society and government. Evidence shows that social development approaches to policing are effective at reducing crime and victimization (Crime Prevention in Ontario: A Framework for Action) as well as being cost effective.

Over the next three years, the OPS will be taking action and focus on our contribution to a safe and healthy community, assessing and evaluating policing services to embrace innovation and create organizational efficiencies that demonstrate social value, positive impact and value for money.

The OPS will engage our partners in ways that will create the greatest community impact and improve operational performance, to create an organization where we all strive to identify the important issues and services for the community, and how to achieve them. All the while, we will examine how we do business and provide service that ensures the dollars invested in the police service is providing value in our community.

Protecting the safety, security and quality of life in Ottawa is the mission of the Police Service and this has an impact on people, the environment and our organization.

Goal 1.0

Ensure that the Ottawa Police Service continue to evolve in and evaluate its contribution to a safe and healthy community.

Objectives:

- 1.1 Create a community engagement and volunteerism program / strategy that will support, track and showcase our members' contribution to the community
- 1.2 Develop a Corporate Social Responsibility Framework that encourages and recognizes our programs and services
- 1.3 Establish a system to evaluate and support current and future partnerships to ensure that they align with the Ottawa Police Service vision

Action & Success Indicators:

- Develop a community engagement and volunteerism strategy, and tracking mechanism
- Develop a Corporate Social Responsibility Framework
- Build on the current Ottawa Police Service Ethics Program

Goal 2.0

Promote meaningful organizational changes that embrace innovation and efficiency, and focuses on employee engagement to enhance Ottawa Police Service performance value

Objectives:

- 2.1 Develop benchmarks, performance targets and standard operating procedures, to provide measurement tools for evaluation of performance and service delivery
- 2.2 Enhance and communicate the Performance Monitoring Framework (dashboard) and Performance Review process / system
- 2.3 Create a formal suggestion process and program that embraces innovation and efficiency

Action & Success Indicators:

- Enhance performance metrics within the current Performance Monitoring framework (quality of life indicators)
- Publish annual Performance Monitoring Report

Goal 3.0

Collaborate with other agencies to evaluate and identify sustainable policing costs to obtain the best value products and services that maximize productivity and efficiencies

Objectives:

- 3.1 Collaborate with other agencies to improve productivity and reduce costs by sharing information and opportunities, best practices, tools and technology
- 3.2 Evaluate and identify high-value business process improvements to improve efficiencies
- 3.3 Maximize transparency and communication in the decision-making process

Action & Success Indicators:

- Evaluate and identify business functions to improve efficiencies through Service Initiative (SI)
- Identify performance metrics

COMMUNITY: Engaging and Investing in our Partners



COMMUNITY: *Engaging and Investing in our Partnerships*

Effective policing requires an engaged community that is prepared to act and work to help prevent and solve crime. The OPS recognizes the importance of working with our many community agencies, groups, professional organizations, the academic community, municipal and federal partners, and policing agencies at all levels to protect the safety, security and quality of life in Ottawa.

The OPS will continue to explore, engage and invest in community partnerships that are mutually beneficial based on trust, integrity and value using the appropriate model and/or framework to guide opportunities.

An engaged community enables the OPS to assess and identify community safety priorities and engage the appropriate partners to address them. Community–police relationships are built one interaction at a time. The OPS counts on all members to foster relationships and engage the community in their daily interactions thereby enhancing community relationships and improving service to the community.

Public education is essential for policing to be successful. If the community does not understand how and why we do what we do, they are less likely to support our actions. By improving how we communicate with our partners, the community and our members, we will cultivate a culture of open communication, information sharing and will be able to better educate and inform the community about how we respond to various calls for assistance that are received.

Over the next three years, the OPS will continue to build on existing partnerships (e.g. COMPAC, Youth Advisory Committee, GLBT), that bring the community and police together to create a culture of mutual respect and better understanding. We will also, invest in partnerships with community groups and partners to sustain and meet our growing operational needs. Dialogue with our partners will be ongoing in order to continue to build trust and confidence, and improve how we provide service to the community.

Goal 1.0

Adopt and implement the Provincial Community Mobilization and Engagement Model and Crime Prevention Framework

Objectives:

- 1.1 Create and maintain an integrated centralized database for members and the public to access information on referral services on the Ottawa Police website and intranet
- 1.2 Enhance partnerships that advance personal and community safety through community mobilization
- 1.3 Promote relevant, effective and collaborative programs that target crime prevention (Crime Prevention Framework for Action)

Action & Success Indicators:

- Create a centralized database to access information on referral services

Goal 2.0

Develop an organizational strategy that will improve/enhance internal and external communication, while leveraging new technologies

Objectives:

- 2.1 Leverage technology and tools, including relevant social media platforms and emerging technology
- 2.2 Reach out to smaller non-mainstream media to improve communication with the community
- 2.3 Provide ongoing measurement and review

Action & Success Indicators:

- Leverage social media platforms to improve internal and external communication
- Develop online user surveys
- Enhance performance measures for community satisfaction and quality of life

Goal 3.0

Examine existing internal and external partnerships to identify collaborative opportunities which will enhance service delivery, add value and identify gaps

Objectives:

- 3.1 Build on and prioritize new/existing partnerships that have reciprocal benefit
- 3.2 Identify and anticipate trends and priorities within the community, and develop strategic partnerships to reduce crime
- 3.3 Encourage positive interactions, ongoing communication and collaboration with existing internal and external partners

Action & Success Indicators:

- Review and update documentation of existing partnership frameworks and protocols with partner groups, emergency service providers and agencies
- Identify gaps and partnership opportunities
- Conduct community consultation regarding crime prevention priorities

MEMBERS: *Engaging and Investing in our People*



MEMBERS: *Engaging and Investing in Our People*

The membership of the OPS — both civilian and sworn — defines what we do and who we are. The individual and collective performance of their duties and their contributions to their community largely define the Ottawa Police Service.

It is through our members that we define and demonstrate the Ottawa Police Service's organizational vision, mission and values, and deliver the critical services that our community depends on. Our members, therefore, represent our most valued resource and, as such, they must be engaged, as well as developed and supported throughout their careers.

The OPS has high-calibre, professional and respected members who are proud to work for the organization. The OPS will continue to engage members and continue to promote, foster and support the collective goal of achieving our vision and adhering to our values

Investments in initiatives will be developed during the next three years to support recruitment, retention and talent development by creating a workplace that enables members to have a robust, challenging and fulfilling career; a workplace that values and demonstrates ethical leadership at all levels; a workplace that puts a priority on the health and well-being of its members; and to create a *Workplace of Choice*.

Over the next three years, the OPS will continue to strengthen the investment in our current and future members to ensure that they have the supports, resources, technology, tools and training to respond to the community's call for assistance. The considerable strengths of, and continued engagement and investment in, our members will help promote an organizational culture where everyone matters and is supported.

Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community — Sir Robert Peel

Goal 1.0

A workplace where members are engaged in achieving a shared vision

Objectives:

- 1.1 Develop strategies, actions and initiatives to continually improve member engagement
- 1.2 Develop strategies, actions and initiatives that will demonstrate the work of members' contributions to the Vision, Mission and Values of the Police Service
- 1.3 Develop communication tools to report and monitor member engagement
- 1.4 Foster an environment that encourages and promotes corporate citizenship

Action & Success Indicators:

- Respond to Member Survey 2012 results
- Improve Member engagement scores through the four drivers of engagement
- Profile members' community engagement and volunteerism

Goal 2.0

A workplace that puts a priority on the health and well being of its members

Objectives:

- 2.1 Develop early intervention and peer support programs and tools to support member's needs
- 2.2 Develop tools and metrics to monitor and evaluate organizational health and member well-being
- 2.3 Enhance current OPS recognition and commendation tools to recognize member contributions to community volunteer activities
- 2.4 Research and develop alternative work arrangement programs that will respond to the needs of our Members

Action & Success Indicators:

- Develop early intervention and peer support program, training and tools
- Evaluate the Real You Program
- Develop health, wellness assessment tools and metrics
- Develop a mobile worker concept

Goal 3.0

A workplace that enables members to have a robust, challenging and fulfilling career

Objectives:

- 3.1 Create a Career Mentorship Framework for both civilian and sworn members
- 3.2 Create a Centralized Employee Record and Talent Management System
- 3.3 Enhance Performance Review Process and ensure that it is linked to Ottawa Police Service career development processes and systems
- 3.4 Review existing job mobility and career development programs in place for sworn and civilian members

Action & Success Indicators:

- Create framework, develop a mentorship program to support recruitment, retention and leadership development.
- Enhance Performance Review Process system
- Review of organizational competencies

Goal 4.0

A workplace that values and demonstrates ethical leadership at all levels

Objectives:

- 4.1 Develop a Leadership Training Program which provides career-long development and support to members
- 4.2 Review all training to ensure it reflect our values and ethics
- 4.3 Create programs that will reinforce the importance of the values and ethics at the Ottawa Police Service

Action & Success Indicators

- Develop in-house supervisor training
- Develop leadership training to all ranks that provides career-long development and support to members
- Continued development and enhancement of Ethics Program

Goal 5.0

A workplace of choice

Objectives:

- 5.1 Develop strategies, actions and initiatives to continually engage the community and members in the pursuit of hiring a talented and diverse workforce
- 5.2 Research and develop a program to support members in the working role of their life and help to achieve work/life balance

Action & Success Indicators:

- Develop an Annual Recruitment Plan
- Develop new marketing material
- Reinvigorate internal and external recruitment champions

SERVICE: *Delivering Quality Service in Operations*



The OPS is dedicated to delivering the highest quality of police service for Ottawa residents, businesses and visitors to the city.

In response to financial pressures, increasing demands and community expectations, and the operational reality of delivering police services that comply with legislative standards, we will continually examine opportunities for improvement, greater cost effectiveness and explore new ways of doing business in order to build a sustainable policing model for the future.

The Board and the OPS recognize these challenges and the opportunity to lead change within the OPS and the Canadian police sector.

Over the next three years, the OPS will review its services aimed at identifying efficiencies, service improvements and new or alternative ways of doing business, as well as ensuring value for money, through the Service Initiative (Si). It will make use of and leverage technology to improve our ability to reduce, prevent and respond to criminal activity, while realizing efficiencies in how this is done. It will identify opportunities that will allow the Police Service to reinvest savings in service to citizens, while responding to our policing responsibilities in an era of constrained budgets. Si is a comprehensive program that aligns with and is supported by the goals and outcomes in the both the Service and Value strategic priorities.

Goal 1.0

Strengthening police service through innovation, leveraging technology and professionalism by our members

Objectives:

- 1.1 Develop strategies, leverage technology and create efficiencies that will improve our ability to reduce, prevent and respond to criminal activity
- 1.2 Develop and enhance existing processes that support victims and vulnerable members of our community, including children, youth, the elderly, women, the disabled, those with mental health issues and the diverse community
- 1.3 Develop, enhance and support programs that benefit youth at risk and their families

Action & Success Indicators:

- Identify opportunities that will create efficiencies and leverage technology (e.g. Collision Reporting Centres, On-line reporting)
- Identify, develop and enhance support to victims and vulnerable populations

Goal 2.0

Define and strengthen our partnerships with service providers and community agencies that support our policing responsibilities

Objectives:

- 2.1 Following the **Community Mobilization and Engagement Model**, develop strategies for the Ottawa Police Service and its partners to work with the goal of promoting a healthy and safe community
- 2.2 Following the **Community Development Framework for a Multi-Stakeholder Approach to Active Problem Addresses in Ottawa**, develop strategies for the Ottawa Police Service and its partners to work with the goal of efficiently and effectively responding to problem addresses and areas of high call volume
- 2.3 Create community awareness through a comprehensive communication plan that addresses crime prevention and crime reduction strategies

Action & Success Indicators:

- Leverage social media platforms to create community awareness of crime prevention and crime reduction strategies
- Develop a strategy to respond to problem addresses and areas of high call volume

Goal 3.0

Ensure that our policing model is sustainable for the future

Objectives:

- 3.1 Review the performance monitoring framework to ensure it meets organizational needs and public accountability
- 3.2 Review the policing model and deployment plans to ensure that they reflect the changes in community growth, demographics and their associated impacts on public safety
- 3.3 Enhance the use of technology to facilitate an information-led approach to policing and enterprise management

Action & Success Indicators:

- Enhance performance metrics within the current Performance Monitoring framework
- Review current deployment plans (e.g. District mapping) to respond to current needs
- Leverage technology to facilitate an information-led approach

Tools & Strategies that Support The Plan

The following key organization-wide strategies are aligned with and support the implementation of the strategic directions, goals and objectives of *2013–2015 Business Plan*.

Information Management / Information Technology Strategic Plan

The Information Management / Information Technology Strategic Plan plays a key role in supporting the Business Plan. In particular, emphasis is placed on making strategic investments in information technology to support front-line policing and to realize efficiency improvements in support of police operations. Effective governance over information technology decisions is important to ensure that these investments deliver long-term value to the organization.

Accommodation / Facilities Strategic Plan

The Facilities Strategic Plan determines the current and anticipated OPS accommodation requirements, through consideration of the impact of population growth and the effective use of existing facilities in support of police operations.

Long Term Financial Plan & Annual Budgets

With ongoing budget and funding pressures at the City of Ottawa, the OPS continues to look for cost efficiencies while ensuring that the policing needs of the community are met. With this in mind, the OPS Business Plan and other strategic planning documents are key components in the development of the annual budgets and Long Range Financial Plan.

Through the annual budget, the Board is able to set its priorities and provide direction to management. It supports service levels, provides the authority to proceed with key operational projects, and confirms the necessary funding to carry out the current year's operational plans as well as making plans for the future years' activities. In 2013, \$75,000 was specifically identified for Business Plan initiatives along with \$650,000 to support the overall Service Initiative project. Another \$650,000 has been planned in 2014 for the Service Initiative.

As always, all initiatives are subject to Board approval within available funding as determined in each annual budget.

It is imperative that the OPS translate *2013–2015 Business Plan* into action. The Police Service will implement an accountability framework and action plan to ensure that the outcomes, targets and metrics in the *Plan* are achieved over the next three years.

The framework involves identifying a Champion for each of the four Strategic Priorities and vesting them with an oversight responsibility to ensure that progress is made, monitored and reported for each priority's strategic goals, objectives and expected outcomes. The Champions will be supported through Operational Plans developed for each Directorate that will put the strategic priorities into action. They will identify the specific activities, initiatives and outcomes at the operational level, as well as identify interdependencies and horizontal linkages across the Ottawa Police Service to ensure success.

Ongoing monitoring and regular reporting will ensure accountability, while allowing Champions and Directorates the opportunity to work through challenges and adjust strategies, if required, in order to stay on track to achieve the expected outcomes, targets and objectives. In addition, it ensures that the Police Services Board, the community and members are kept informed of the outcomes and progress.

The outcomes, targets and metrics in *2013-2015 Business Plan*, whether already existing or yet to be defined, are aligned with the Ottawa Police Service's Performance Monitoring Framework. The OPS firmly believes that one of the most powerful accountability mechanisms is the establishment of performance metrics that demonstrate how we are doing in achieving our objectives and outcomes. That's why the OPS has been monitoring and evaluating information on a variety of performance metrics as part of its Performance Monitoring Framework.

The Framework was built on the valuable work completed by the Performance Measurement Advisory Committee (which included representatives of the Board, the business sector, community groups, the academic sector and senior members of the Police Service) and has contributed to a wide range of indicators that are relevant to the citizens of Ottawa, various levels of government, and policing standards and practices. The figure below identifies some of the key performance metrics of the framework, including value-for-money, efficiency and effectiveness measures.

The Service also contributes to a number of local and provincial initiatives, including the Ontario Municipal Benchmarking Initiative (OMBI) and the Municipal Performance Measurement Project (MPMP). As well, Ottawa Police representatives continue to serve on the OMBI Police Expert Panel, the national Police Information and Statistics (POLIS) Committee, and other venues that contribute to the ongoing discussion, improvement and transparency of police performance measures. The Police Service will also incorporate elements of the City of Ottawa's Balanced Scorecard, as it is rolled out by the City of Ottawa.

PERFORMANCE MONITORING FRAMEWORK



To support the organizational Performance Monitoring Framework, *2013-2015 Business Plan* includes performance indicators from which to monitor and track progress in achieving the stated outcomes. These will be reported to the Board, the community and members twice annually.

As well, the OPS publishes a variety of the performance-related indicators that are used to help the Police Service track its performance and clearly communicate progress, trends and areas for improvement to residents, elected representatives, partners, community stakeholders and members.