THANK YOU

Your contributions matter!

The development of this business plan was truly a collaborative effort. We extend a special thank you to all who have been involved:

- Citizens of Ottawa who participated in the Let’s Chat: Priorities community consultation and those who completed the 2015 Public Survey on Policing Services;
- Residents, youth, business, community stakeholders, city councillors, and policing and community partners who provided input throughout;
- Ottawa Police Service (OPS) members who expressed their thoughts and concerns during the process and who completed the 2015 Member Engagement Survey;
- Members of the Ottawa Police Services Board for their guidance, input and advice in the business planning process;
- Members of the OPS Executive Team for their ongoing leadership and support; and
- Members of the Business Plan Development Team, whose ideas and valuable input built the plan.

With the continued support of our Police Services Board, our dedicated sworn and civilian members, and in collaboration with our community partners, we will ensure the success of our business plan, as well as the safety and security of our community.

ABOUT THIS PUBLICATION

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Photos by Ottawa Police Imaging Services Unit.
On behalf of the Ottawa Police Services Board, it is my privilege to introduce the Ottawa Police Service’s Innovation and Investment in Community Safety: 2016–2018 Business Plan. The goals and objectives in this plan are the product of many months of collaborative work undertaken by engaged community partners, Ottawa residents, members of the Police Service and the Police Services Board. The plan addresses the needs of our community, the Chief’s priorities of Guns and Gangs, Violence Against Women and Traffic Safety, and the emerging challenges we will face over the next three years. In addition, the plan supports the health, well-being and professional development of our Police Service members.

Our past accomplishments can be attributed to the hard work of police members and our close community partnerships. This document is a testament to that collaboration and reflects the ongoing commitment of the Board and the Ottawa Police Service to improve public safety through transparency, accountability, relationship building and partnerships with the community we serve.

Sincerely,

Eli El-Chantiry
Chair, Ottawa Police Services Board
The Ottawa Police Service’s *Innovation and Investment in Community Safety: 2016–2018 Business Plan* is a three-year plan of action that: responds to community concerns, will help us achieve our vision of being a trusted partner in community safety, and will assist us in delivering effective policing services to the citizens of Ottawa.

Shifts in demographics, types of crime, the fiscal environment, our geographic mix and a wide variety of international pressures all combine to create complex challenges for policing. As the Nation’s Capital, Ottawa faces additional challenges and our policing service must be positioned to respond. For example, we must be prepared for the many events in 2017 that will celebrate 150 years since Canada’s confederation.

This plan shapes and positions our organization to respond to these changes, and addresses pressing concerns within capacity constraints. It will help set the path for policing in our city over the next three years and lead us toward the safe community we all desire. Together with the Police Services Board, we have identified three strategic priorities for the next three years: Community, Members, and Service. When reading this plan, you will see four overarching themes that cut across these priorities: innovation, partnerships, risk management and continuous improvement. We are confident that applying these themes to implement this plan will foster a safe community for everyone.

This document was developed through active participation and ongoing input received from residents, community partners and members of the Police Service. We are grateful for this participation and look forward to continuing this positive dialogue as we move forward.

Charles Bordeleau  
Chief of Police
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PLANNING CONTEXT

PURPOSE

The 2016–2018 Business Plan of the Ottawa Police Service (OPS) marks our seventh business plan since 1995. It has been prepared in accordance with the Provincial Adequacy Standards Regulation under the Police Services Act, which requires Police Service Boards to prepare a business plan at least once every three years to ensure adequate and effective police services for the citizens of the community it serves.

This business plan helps us focus our efforts on priorities, successfully achieve our mandate and fulfill our legislative responsibilities. With the title Innovation and Investment in Community Safety, this plan provides a roadmap that will guide our work, our decision-making and allocation of resources from 2016 through 2018. It was developed to align with and respond to the needs of members, our partners and the community, and reflects the changing policing context. The plan is also designed to be flexible enough to evolve over time, so we can adjust to challenges, opportunities, and changing community and policing needs over the next few years.

This business plan introduces our updated vision and mission statements. It also outlines our top organizational priorities, how we intend to work toward achieving these priorities and how we will measure our success. While the business plan does not detail all that the OPS does to ensure the safety and security of our community 24 hours a day, seven days a week and 365 days a year, it does provide an overview of the areas to which we will give special focus over the next three years.

Success of this plan will be the result of the dedication, creativity and enthusiasm of our employees, partners and volunteers.
This business plan is the result of a broad, wide-ranging, year-long consultation process that included a variety of inputs and milestones. In preparing this plan, the following activities took place:

- background research and environmental scan (internal and external);
- development of the plan;
- consultation on the draft; and
- finalization and approval of the plan.
Policing across Canada continues to evolve into a highly sophisticated, resource intensive and complex profession that takes place in a highly dynamic environment. Various trends have contributed to this environment and a snapshot is provided below.

**DEMOGRAPHIC AND SOCIETAL TRENDS**

**Population growth and geographic diversity**

The City of Ottawa spans 90 km from east to west and has a land area of 2,796 km². This makes it bigger than the areas of Toronto, Calgary, Vancouver, Edmonton and Montreal combined. In addition, it is almost 80% rural, giving it a geographic diversity requiring a unique service delivery model that balances the different needs of its rural, suburban and urban populations. Population growth, combined with the relatively static size of our police service has meant the number of residents supported by a single police member has increased over time, and is above average when compared with other Ontario police services. Put simply, it is challenging to ensure the right resources with the right skills are deployed in the right place at the right time.
**Diversity**

Ottawa’s population is increasingly diverse in terms of race and ethnicity. One in four residents is an immigrant – a population that is growing at twice the rate of the rest of the City’s inhabitants. In fact, Ottawa now has the fourth-largest visible minority population among Canadian cities. This diversity brings about opportunities as well as challenges, including the potential impact on frontline communication, access to services, trust in police and the reporting of crimes. It also means we need to invest in officer training, targeted recruitment efforts, and partnership and community engagement.

**Aging Population**

The proportion of residents aged 65 and older is expected to more than double between 2014 and 2031, when it is expected that more than one in five residents will fall into this age group. This could have a significant impact on crime and victimization patterns. Additional educational, outreach and crime-prevention efforts may be needed to protect this segment of the population, who are more vulnerable to property crimes, fraud and elder abuse.
Mental Health Issues

The number of encounters between police and individuals with mental-health issues has been on the rise in recent years across many Canadian cities. While analyses are ongoing to precisely pinpoint the percentage of calls related to mental health conditions, industry estimates are in the order of 5-25%. Recently released studies also show that mental health related calls in Canada take over five times longer than the average occurrence; and one Ontario police service has reported that persons with mental health issues experienced three to five times more contacts with police per year than persons without a mental health issue. While a significant portion of these mental health related encounters are not criminal in nature, they are complex and resource-intensive. This translates into a need for enhanced officer training and working in partnership with mental-health services.

Trends in Crime, Disorder and Public Safety

Crime Rate

Consistent with national trends, Ottawa’s overall crime rate, Crime Severity Index, and its incidence of crime in most categories continue to decline. However, there are emerging and increasingly complex crime trends to contend with, such as cyber crime, identity theft/fraud, and human trafficking.

Guns and Gangs

An increased number of shootings, most in connection with street gangs and the local drug trade, have become the new reality in Ottawa. Gangs present a complex policing issue. Gang-related activities cause fear, destroy property, threaten community security and drive business away from affected areas. We know that effectively solving this problem requires a multifaceted approach involving our partners and the entire community. To that end, Ottawa needs to address the broader social factors at play.

Effective anti-gang efforts are founded on strong partnerships among parents, schools, law enforcement, religious institutions, community organizations, businesses and youth. To successfully address the gangs in our city, we need to develop a comprehensive gang strategy with numerous components, including: early identification of at-risk individuals; education; prevention; diversion; suppression; exit strategies, community involvement; dedicated resources; and an increased policing presence in the most affected areas.
Emerging Drug Trends

There has been a shift toward the recreational use of prescription and over-the-counter drugs, as well as the emergence of new drugs, such as fentanyl, and new methods of using drugs, such as juju joints and marijuana vapour lounges. The drug trade is continually evolving the types of drugs in circulation, and the dealers and networks in operation. This ever-changing dynamic requires continual monitoring. Identifying innovative and effective ways to intervene and disrupt the drug trade is both challenging and resource intensive.

In order to target drug trafficking networks and reduce the illegal flow of drugs into the city, drug enforcement requires collaborative policing that is cross-jurisdictional in nature. The federal Liberal government’s platform to legalize the recreational use of marijuana will also impact the training we provide our officers. For instance, there is a need to develop methods of testing for impairment.

Road and Traffic Safety

Speeding, and distracted and aggressive driving continue to be issues of concern for residents in Ottawa. With 5,500 km of roadways, ensuring safety on our streets is a challenge. Preventing or eliminating road deaths and serious injuries requires culture change, the development of safe transportation strategies, targeted enforcement, community engagement, education and awareness. We need to continue to address the issues in a variety of ways, both alone and with our partners, to ensure roadways are safe for motorists, cyclists and pedestrians alike.
VIOLENCE AGAINST WOMEN

Violence Against Women (VAW) is a serious and pervasive problem that crosses every culture and social boundary. Quite simply, it is found in every community. Statistics Canada reports that one in three Canadian women have experienced sexual assault or psychological, emotional or physical abuse from males. While the underlying reasons for abuse are complex and beyond the scope of policing to resolve, there is a will to work in collaboration with our partners to reach out to victims, increase awareness and change societal attitudes. We all have a role to play in the effort to end violence against women.

EXTREMISM, TERRORISM AND HATE CRIME

Terrorism has traditionally been a matter of federal jurisdiction, however combating terrorism is very much a shared and integrated approach including prevention, response, reparedness, intelligence gathering, information sharing, communication with all levels of government – thus broadening the scope of responsibilities and adding to the complexity of municipal policing”.

PUBLIC ORDER

As the nation’s capital, Ottawa faces unique challenges to public safety and security, and we need to ensure operational readiness that can deal with a wide array of issues. Each year, hundreds of planned and unplanned special events, festivals, protests and demonstrations require intelligence gathering, threat assessments and planning. A specific challenge for us during this business planning period will be the celebrations Ottawa will host for Canada’s 150th birthday.
THE CHANGING LANDSCAPE OF POLICING

BROADENED SCOPE
The role of the police continues to include responding to calls for service and investigating crime, but has broadened to include a greater emphasis on crime prevention. This has led to increased community development efforts and a greater focus on partnerships with the education system, other law enforcement agencies, the criminal justice system, and community health and social service agencies.

MULTI-JURISDICTIONAL INVESTIGATIONS
Municipal police services are taking on an increased role in policing matters led by other agencies, such as cyber-crime, terrorism, human trafficking and major drug investigations. This has contributed to a strain on our resources. The cross-jurisdictional nature of many crimes makes investigations more complex, and requires collaboration with other police and intelligence agencies.

LEGISLATIVE AND REGULATORY REQUIREMENTS
A variety of new legislative and regulatory requirements have been introduced, including changed requirements to obtain warrants and guidelines for intelligence gathering tools, such as street checks. There is also an increase in complexity and required resources for investigations, preparing reports and submitting evidence. We will need to continually monitor legislative and regulatory changes, communicate the relevant changes to members, and make adjustments to policies, procedures and training. Examples of recently introduced and upcoming changes include new regulations regarding Conducted Energy Weapons (commonly known as tasers) and an update to the Police Services Act.

ECONOMICS OF POLICING
The cost of policing, as with other first responders in public safety, has been increasing due to many factors, including required investments in technology and training, the increased scope and complexity of the work, and higher salary costs. This comes at the same time as there is increased pressure on the municipal budget (the primary funding source for policing). We therefore need to be efficient with our resources to ensure financial sustainability.
PERCEPTIONS AND EXPECTATIONS

COMMUNITY, CITY OFFICIALS AND PARTNERS

While Ottawa residents generally continue to feel safe in their homes and neighbourhoods, many have the impression that overall crime has increased in the city and feel less safe in various public places, such as downtown, on transit, in parks and on bike pathways. Among the public and City of Ottawa officials surveyed for this plan, the top crime and disorder concerns are related to driving (distracted and aggressive driving) at both the city and neighbourhood levels. Street gangs, gun violence, violence against women and sexual assault also ranked as key concerns. Survey respondents also stressed the importance of maintaining or increasing officer visibility in neighbourhoods, working to build trust, and the importance of reaching out to youth and diverse communities.

There is generally low awareness among residents regarding many OPS crime prevention programs, and thus a need for greater promotion. The majority of the public, partners and City officials surveyed were satisfied with the performance of OPS and also expressed a high level of confidence in it. These results are consistent with a 2015 Statistics Canada report on Canadians’ confidence in public institutions, in which Ottawa residents rate OPS’s performance significantly above the national average, in terms of: being approachable and easy to talk to, ensuring the safety of citizens, promptly responding to calls, treating people fairly, enforcing the laws and providing information on crime prevention.

MEMBERS

Though job satisfaction and pride in work and sense of accomplishment remain strong, our members’ level of engagement has declined in recent years.

The key drivers of this drop are related to staffing levels and a widespread dissatisfaction with the Tenure Program (a transfer program for Sworn officers). We have taken initial steps to address these issues and are committed to continue our efforts to strengthen member engagement.

Policing is acknowledged as one of the most stressful types of employment and has potential consequences on our members’ physical, mental, emotional, spiritual and familial health. We are committed to strengthening our members’ overall wellness and mental health.

CHIEF’S OPERATIONAL PRIORITIES

Reflecting the trends in demographics, crime and community concerns, the Chief has identified three operational priorities: Guns and Gangs, Violence Against Women, and Road and Traffic Safety. Key senior leaders in the organization are championing these priorities and subsequent initiatives. They are using coordinated planning to ensure these priorities receive operational focus and that best practices are employed.
VISION, MISSION, VALUES

Our **Vision**, to be a **trusted partner in community safety**, is forward looking and challenges the organization to reach a desired future state.

Our vision statement has been adjusted to: reflect our need to deliver services in a manner that earns the trust and respect of the community; reflect the importance of working with a variety of community partners to deliver services and respond to broad societal issues; and recognize a province-wide focus on community safety.

Our **Mission** is to **protect the safety and security of our communities**.

This commitment is an expression of our purpose to impartially preserve life, property and peace in our communities.

Our **Values** of **Honour, Courage** and **Service** guide the actions, behaviours and professionalism of OPS members in achieving our vision and mission.

Each OPS member is duty-bound to consistently set a positive, ethical example that contributes to the success of individual missions and the overall OPS mandate. Our members set this example by subscribing to the following 10 principles: leadership, honesty, integrity, professionalism, duty, respect, compassion, fairness, loyalty and responsibility.
OPS VALUE CHAIN

The OPS Value Chain encompasses employee engagement, operational performance and customer satisfaction, which all combine to increase public safety and confidence.

The OPS Value Chain was an important consideration in the development of this 2016–2018 Business Plan.
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 cooperation 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 to preserve public favour not by 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

The Police Professional’s Role

The role of the Ottawa Police Service professional is to preserve life, property and peace within the context of Canadian law and at the direction of the people of Ottawa.
LOOKING THROUGH THE EDI LENS

Interweaving knowledge and awareness of **equity, diversity and inclusion (EDI)** in our day-to-day work is essential to our success as a service organization. EDI has emerged as a worldwide practice and OPS will continue integrating these principles into its business practices, processes, planning and culture.

The EDI lens is like a pair of glasses that helps us to see things from differing and new perspectives, provides us clear focus and gives us a more complete view. This lens enables us to incorporate a diversity of perspectives that strengthens the capacity of work teams, creates a positive and respectful work environment, creates a workforce and service that is reflective of our diverse communities, and helps us address systemic barriers and inequities people face. The principles are:

- **Equitable** – treating everyone fairly by acknowledging their unique situation and addressing systemic barriers; ensuring everyone has access to equal results and benefits;
- **Diverse** – drawing upon a wide range of experiences, perspectives and skills within a person, group or community to make our communities and workplaces richer; and
- **Inclusive** – acknowledging and valuing people’s differences so we all have a sense of belonging, acceptance and recognition as valued and contributing members of society.
STRATEGIC PRIORITIES

Based on the synthesis of the information gathered through the business planning process, the Ottawa Police Services Board has identified the following three strategic priorities to serve as the foundation of the 2016−2018 Business Plan: **Community, Members, and Service.**

These priorities provide strength and support for our vision, and will serve as our focus and areas of accountability for the life of this plan. These priorities are the building blocks upon which the organization will stand during the next three years. These priorities are complementary and mutually supporting areas in which we will invest for a stronger, safer community.

The Chief’s three operational priorities are interwoven into each of these three strategic priorities.

**COMMUNITY**
Working with our communities on our shared responsibility for safety

**MEMBERS**
Engaging and investing in all our people

**SERVICE**
Delivering service excellence through our operations
COMMUNITY

Working with our communities on our shared responsibility for safety

Ottawa is made up of many diverse communities — whether defined by geography, age, gender, ethnicity, sexual orientation, socio-economic status, religion, culture, physical ability, or shared background or interests. OPS works with and provides service to them all.

The key to a safer community is a mobilized and engaged community that is prepared to act and work to help prevent and solve crime in recognition that safety is a shared responsibility.

We recognize the importance of working with our many community agencies, groups, professional organizations, academics, municipal, provincial and federal partners, as well as policing agencies at all levels. These connections are vital for improving community well-being, safety and security. Together we can identify and analyse problems, then respond and evaluate the success of our response. We will continue to explore, engage and invest in community partnerships that are mutually beneficial, based on trust, mutual respect, capability and capacity. We will also expand successful programs that address specific risk factors known to be associated with crime, disorder and victimization. In addition, we will use risk-based approaches in order to prioritize our efforts based on need to ensure our resources can have the greatest impact.

Communication, outreach and 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, mutual respect and understanding.

Community–police relationships are built one interaction at a time. We count on all OPS members to foster relationships and engage the community in their daily interactions, thereby enhancing community relationships, improving service to the community, and ultimately inspiring trust and confidence in OPS.

To make the best use of our scarce resources, we will prioritize our efforts based on need and our organizational priorities, and will develop the supporting tools to do this effectively.
**GOAL C1: An engaged, mobilized and supported community that is part of the solution**

**Objective C1.1:** Build sustainable, strategic and collaborative community partnerships to identify problems, opportunities and solutions that support diverse community needs  
**Objective C1.2:** Increase impactful public engagement  
**Objective C1.3:** Increase promotion of community safety programs and services

To achieve these objectives we will continue to work with our communities and partners, building on past efforts and working together to identify priorities and solutions. We will also: align with and consistently apply provincial frameworks for community safety and crime prevention; develop criteria for assessing engagement opportunities; and continue to engage the public formally and informally.

To measure our success we will monitor public and partner satisfaction, event participation and membership demographics.

**GOAL C2: A police service that inspires trust and confidence**

**Objective C2.1:** Increase public education and outreach on policing and police-related issues  
**Objective C2.2:** Increase police visibility and non-incident related interactions with the public that is proactive and focussed on prevention  
**Objective C2.3:** Continue to foster a culture of mutual respect and understanding with community groups and partners

To achieve these objectives we will: complete and evaluate the MERIT pilot, with the goal of identifying and implementing best practice strategies, situation tables, and collaboration with our key partners.

Pending the findings of the MERIT evaluation, expansion will be contemplated.

**GOAL C3: Reduction and prevention of crime, disorder and victimization through a risk-based approach**

**Objective C3.1:** Strengthen tools that help prioritize and direct our policing activities  
**Objective C3.2:** Expand and enhance how we work with community organizations to address the risk factors that may lead to social disorder, harm, victimization and/or criminality  
**Objective C3.3:** Develop communication and outreach strategies and tools to share with and collect information from citizens and community-based organizations around specific crime and disorder priorities and incidents

To achieve these objectives we will continue to: engage the public formally and informally; leverage social media and other communication tools; consistently apply provincial regulations to programs that may raise concerns of bias, discrimination or profiling; and increase diversity within our membership.
We have high-calibre, professional and respected members who are proud to work for the organization. We depend on our members to be the face of the organization, and to respond professionally and effectively at all times. Having a qualified, well-trained and engaged membership is essential to delivering optimal services to the residents of Ottawa. Our members represent our most valued resource and, as such, they must be engaged, developed and supported throughout their careers.

Through leadership development, performance management, succession planning, training and development, we strive to have a well-rounded, highly capable membership that has opportunities for growth, while balancing the needs of the organization with those of the individual members. To provide sworn and civilian members with opportunities to develop and enhance their skills over the next three years, we will design and implement a new member transfer program and will maintain the job evaluation program. We will also use training and education to ensure that our members have the appropriate skills to meet the changing nature of policing in our diverse community.

Having an appropriately resourced workforce that is reflective of the needs and demographics of our community is also key to meeting service demand and to supporting our members. In each of the next three years, we intend to hire for workforce attrition and to ensure we have the capacity required to meet community needs.

Enabling exceptional people to do exceptional things requires a continued focus on their health and wellness. We will continue to dedicate resources to provide a supportive, inclusive and responsive working environment that promotes a healthy lifestyle, as well as a culture of awareness and acceptance of visible and
invisible health and wellness issues. To achieve this, we will continue to provide and promote a variety of programs, including the expansion of the Real You program, and will introduce resiliency and peer-support coordinators.

Ensuring that our members’ top issues are addressed is a priority for OPS. This includes increasing the frequency of member engagement assessments, enhancing communication between all levels of the organization, and ensuring all members can see a clear link between their work and the organization’s vision and priorities.

We are committed to: developing new strategies, initiatives and actions that improve the quality and frequency of member engagement; celebrating successes; and fostering a culture of accountability.

Through focused activities and programs, our members will be the best they can be in the challenging, changing and rewarding profession of policing.

**GOAL M1:** An appropriately resourced, well-rounded, highly capable membership that has opportunities for growth

**Objective M1.1:** Balance the individual’s needs for professional growth with broader organizational needs through effective member staffing and transfer programs

**Objective M1.2:** Enhance leadership and career development opportunities with training, education and expanded succession development

**Objective M1.3:** Provide our members with the staffing levels, skills, tools and resources necessary to meet the challenges and workload they face on the job

To achieve these objectives, we will: design and implement a new transfer program for sworn members; continue to refine the job evaluation program for civilian members; and provide our members with education and training.

We will measure our success through: member feedback on areas of importance, such as the transfer programs, workload pressures, career development and training opportunities.

**GOAL M2:** An organizational culture that understands and supports member health and wellness

**Objective M2.1:** Implement a systematic approach to developing and sustaining a psychologically healthy and safe workplace including adoption of the Mental Health Commission of Canada CSA National Standard

**Objective M2.2:** Strengthen our understanding and support of health and wellness issues in the OPS through training and education

**Objective M2.3:** Provide and promote the utilization of a variety of effective resiliency and peer support programs to support members’ emotional, mental, physical, spiritual and familial health

To achieve these objectives we will: implement the Wellness Strategy, including promoting and enhancing the Real You program and other health and wellness programs; introduce resiliency and peer-support coordinators; provide training and education; and implement CSA national standards.

We will measure our success by: assessing compliance with the Mental Health Commission of Canada CSA National Standard; monitoring enrolment numbers in the Real You program; and examining member feedback about their work-life balance and satisfaction with OPS wellness programs.
GOAL M3: An engaged membership that feels its issues are being heard and addressed

Objective M3.1: Improve member engagement and job satisfaction
Objective M3.2: Enhance communication between all levels of the organization
Objective M3.3: Ensure all members can see a clear link between their work and the organizational vision and priorities

To achieve these objectives we will: assess engagement more frequently; develop and implement strategies to strengthen engagement; foster a culture of accountability and recognition; enhance communication tools; and provide updates on our organizational vision, priorities and progress.

We will measure our success by gathering member input regarding engagement, job satisfaction, satisfaction with internal communication and their understanding of their contribution to OPS priorities.

GOAL M4: A diverse membership that better reflects the demographics of the communities we serve

Objective M4.1: Increase, track and report on the pool of applicants and qualified candidates from diverse communities
Objective M4.2: Identify and remove systemic barriers that prevent candidates from succeeding
Objective M4.3: Identify and leverage new and emerging opportunities to hire and recruit

To achieve these objectives, we will continue to use innovative targeted recruitment efforts, such as leveraging our community networks (e.g., Community Champions Program), women’s only sessions and speed recruiting nights. We will also leverage direct entry opportunities from other police agencies.

We will measure our success by the size and demographic make-up of the applicant pool at various stages of the recruitment process, and by the diversity of the new recruit cohorts.
SERVICE
Delivering service excellence through our operations

We are dedicated to delivering the highest quality of police service for Ottawa residents, businesses and visitors to the city. Appropriate and high quality service delivery is critical in the good relationship we enjoy with our communities. The services we provide must comply with legislative requirements, reflect and address the ever-evolving needs of the community, and be provided in a fiscally responsible manner to ensure sustainability.

OPS has a statutory requirement to comply with the Police Services Act and all its applicable regulations, including Ontario Regulation 3/99: Adequacy and Effectiveness of Police Services. The legislation requires us to provide the following policing services to the community: crime prevention; law enforcement; assistance to victims; maintenance of public order; and emergency response services.

Within the operational reality of delivering police services that comply with legislative standards, OPS faces financial pressures, increased service demands due to community expectations, and the increased complexity of crimes and their investigations. To manage this we will continually review how we do business and how we allocate our resources, in order to ensure our activities are fully aligned with our core areas of policing while also effectively addressing the Chief’s Operational Priorities (Guns and Gangs, Violence Against Women, and Traffic Safety). We will also assess our policies, procedures, plans and processes on an ongoing basis to address any gaps and ensure that sufficient guidance is provided to our members for regular and exceptional operations. This will include updating the major event planning process to ensure public safety and security for large-scale events such as the upcoming Canada 2017 celebrations, as well as enhancing our emergency planning to ensure continuity of operations in the case of unforeseen events that could cause service disruptions. We will also learn from events such as those that took place on
October 22, 2014, so that we continue to ensure our operational readiness.

In addition, we will continue to look for opportunities to increase efficiency and effectiveness. Through the Service Initiative (SI), we will implement a new integrated operating model, and will continue to review our services in order to identify efficiencies, service improvements and new or alternative ways of doing business, as well as to ensure value for money and an ability to adapt to future trends in crime. Included in these activities are the development and implementation of a model that integrates planning, capacity and performance measurement, which will increase our overall effectiveness as an organization.

We will also ensure our technology and workplace environment are adaptable to meet our needs as an organization. We will leverage technology in order to improve our ability to reduce, prevent and respond to criminal activity. We will provide enhanced access and training for technology and also employee technology to facilitate mobile working arrangements, where appropriate. As the demands of our workplace change, facilities plans must also change to ensure we are positioned for success.

To achieve these objectives we will engage our partners and participate in provincial and national policing forums, to review and define the scope, reach and delivery method of our core services in an effort to enhance and maximize positive outcomes for all involved. We will also enhance education, awareness and prevention efforts in relation to the Chief’s operational priorities, and assess and address gaps in policies, procedures and operational continuity plans.

We will measure success by: monitoring the types and numbers of calls for service; formal and informal feedback from various partner community groups; internal and external surveys; crime trends; the rate of solving crimes; overall reporting; and the types and quantity of police complaints.

**GOAL S2:** A new and integrated approach to work life that reflects a changing workforce, supported by workplace innovation and technology

**Objective S2.1:** Prepare for a modernized workplace that can adapt to future change

**Objective S2.2:** Improve our ability to prevent, detect and solve crimes by ensuring access to leading-edge technology platforms, services and tools

**Objective S2.3:** Provide new kinds of work options that are both flexible and mobile

To achieve these objectives we will: research best practices and develop modernized workplace standards; update the long-term facilities plan; leverage quality data to make evidence-based decisions; develop and start implementing an IT Roadmap; and develop tools, policies and procedures to facilitate mobile work arrangements, as appropriate.

We will measure success by having: an updated facilities strategic plan; implemented modernized
workplace standards; partially implemented an IT Roadmap; and increased the use of leading-edge technology.

**GOAL S3:** A policing model that is sustainable and adaptable for the future

**Objective S3.1:** Implement the Service Initiative (SI) integrated operating model

**Objective S3.2:** Support a culture of innovation and business transformation that contributes to established SI outcomes

**Objective S3.3:** Develop an integrated planning, capacity and performance measurement model that aligns business functions, processes and resources to produce maximum value

To achieve these objectives we will: implement the SI projects; continue to identify and implement new opportunities for service enhancements, efficiencies, and cost recovery and revenue opportunities; implement organization-wide integrated planning and management tools and practices, such as a project portfolio management solution, an integrated planning model and a performance measurement framework.

We will measure success by tracking the SI outcomes of: improved service: monetary or person-hour efficiencies; enhanced partnerships; and cost recovery or revenue opportunities. We will also be successful by having enterprise-wide frameworks in place that effectively support planning and decision-making.
GOVERNANCE, SUPPORTING PLANS AND INITIATIVES

ACCOUNTABILITY

Our executive team — comprising the Chief of Police, the two Deputy Chiefs and the Director General — are jointly accountable for operationalizing the three strategic priorities and for achieving our goals and objectives. To further strengthen our implementation framework, we have identified a coordinator for each of the strategic goals, someone with oversight responsibility to ensure that progress is made, monitored and reported. To ensure success, they will coordinate input of others to identify the specific activities, initiatives and outcomes at the operational level, as well as make connections and find interdependencies across the OPS.

Supporting this business plan are several key strategic plans and initiatives.

SERVICE INITIATIVE (SI)

The Service Initiative (SI) program is about redeveloping the organization’s ability to focus on its policing responsibilities within the community and enhance service to the public, while ensuring a sustainable policing model for the future. SI includes five large-scale transformational projects:

- **The Demand Project**: free up capacity across the organization so we can focus more on core policing activities, and proactive work such as crime prevention;
- **The Investigative Project**: centralize all investigative functions under one command to improve decision making, information sharing, and priority setting on investigations;
• **The Frontline Project:** bring all frontline, uniformed members whose primary duties include attending calls, proactive policing and community engagement, together to allow for a more flexible deployment of resources in response to demands for service;

• **The Control Centre Project:** create a virtual backup for OPS frontline officers that provides relevant, timely, and actionable intelligence to members en route, on scene, and in the early stages of an investigation; and

• **The Courts Project:** improve court processes by making them more streamlined, reducing duplication, improving file quality, and making better use of our resources.

**IT ROADMAP**

OPS has developed an IT Roadmap that defines technology investments in support of the Chief’s operational priorities, the OPS Business Plan, the Service Initiative Program and the Facilities Strategic Plan. The IT Roadmap will provide OPS with: access to relevant data that is integrated and trusted; streamlined information to the front line; and the ability to improve the situational awareness by providing a common operating picture across operations. OPS will begin implementing the IT Roadmap in the last half of 2016.

**FINANCIAL RESOURCES/BUDGET**

The OPS 2016 budget was approved by the Ottawa Police Services Board and by Ottawa City Council in December 2015. The 2017 and 2018 budgets figures are forecasts and will be tabled for approval in November or December of each year.

<table>
<thead>
<tr>
<th>OPERATING BUDGET ($M)</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base</td>
<td>$269.8</td>
<td>$277.1</td>
<td>$287.0</td>
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<tr>
<td>Maintain Services</td>
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<tr>
<td>25 Officers</td>
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<td>$2.1</td>
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<tr>
<td>IT Roadmap</td>
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<td>$2.6</td>
<td>$2.1</td>
</tr>
<tr>
<td>SI and Efficiencies</td>
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<td>($2.0)</td>
</tr>
<tr>
<td>User Fees and Revenues</td>
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<td>($0.2)</td>
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<tr>
<td><strong>Total Net Expenditures</strong></td>
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<td><strong>$287.0</strong></td>
<td><strong>$296.9</strong></td>
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<tr>
<td><strong>CAPITAL BUDGET</strong></td>
<td>$16.4 M</td>
<td>$14.7 M</td>
<td>$57.1 M</td>
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</tbody>
</table>

Table totals may not add due to rounding.

**FACILITIES STRATEGIC PLAN AND WORKPLACE INNOVATION**

OPS facilities are key infrastructure that support police operations, and many of these facilities require updating to ensure the safety of the users and OPS personnel. OPS has developed a long-term facilities strategic plan (2014–2031) to ensure that our real property infrastructure meets current and future needs. The total plan, including a new facility in the south, will provide just over 800,000 sq. ft., up from the current 596,000 sq. ft.

**STAFFING STABILIZATION PLAN**

We have developed short, medium and long-term stabilization plans to address known staffing pressures. This includes the intent to hire new members in each year during this business plan cycle, and temporary reassignments to meet changing business needs.
MEASURING SUCCESS

OPS firmly believes that one of the most powerful accountability mechanisms is the establishment of performance metrics that demonstrate how we are doing, since you can’t manage what you can’t monitor.

We are measuring our success at two levels: the achievement of our goals and objectives as set out in this business plan; and the achievement of organizational performance targets.

OPS uses industry-accepted targeted outcomes to measure organizational success. A decade ago, the Police Services Board approved the “Moore + One” performance model, which is based on work conducted by Harvard researcher Mark Moore with input from the Citizen Advisory Committee and Public Safety Canada’s Economics of Policing Summit.

- **Public perception of community safety/security** – enhancing public safety and security levels at home, in neighbourhoods and in public places;
- **Crime and victimization rates** – reducing crime and victimization within the community;
- **Fair, efficient and effective use of resources** – managing and administering police resources (value for money);
- **Neighbourhood problem-solving/impact on quality of life** – helping communities address local problems and how that affects quality of life;
- **Community satisfaction and legitimacy with those policed** – measuring satisfaction with the cumulative outcome of policing efforts of those who call the police and pay for the service;
- **Offender accountability** – arresting offenders and bringing offenders to justice;
- **Fair, efficient and effective use of force and authority** – ensuring that legislative powers and authorities are used appropriately; and
- **Member engagement** – engaging, developing, and supporting our members throughout their careers.

Recent developments in the field of performance measurement in policing by Public Safety Canada reinforces this model. OPS has developed a variety of metrics for each of the eight outcomes, as well as other operational and executive measures. We also contribute to several local and provincial performance measurement initiatives that contribute to the ongoing discussion, improvement and transparency of police performance measures.

To report on our achievements, we will:

- use surveys to ask the public how we are meeting its needs and attaining our priorities;
- provide forums to gain a better understanding of community issues;
- present twice annually, to the Ottawa Police Services Board, easily understandable scorecards on our progress for our business plan;
- publish traditional indicators on crime, calls and disorder, such as crime and clearance rates; and
- provide details on the results of our Service Initiative program.