

OLDS & DISTRICT COMMUNITY POLICING SOCIETY

ORGANIZATION REVIEW AND PLANNING WORKSHOP

Participant Input Report

March 2011

OLDS & DISTRICT COMMUNITY POLICING SOCIETY

EXECUTIVE SUMMARY

Mission (draft)

The Olds & District Community Policing Society will Provide Community Sensitive Law Enforcement and Crime Prevention Leadership through Representation of Various Stakeholders in the Community.

Operating Principles (draft)

Public Principles:

The Olds and District Community Policing Society Identifies Ways for Law Enforcement and the Public to Work Together to Resolve Issues at the Grassroots Level of the Community. The Society will Promote and Foster:

- ❖ *Education and Communication*
- ❖ *Charitable Endeavours*
- ❖ *Social Activities*
- ❖ *Identification of Issues*
- ❖ *Solutions through Consultations*
- ❖ *Mutual Support and Sharing*

“All in the Best Interests of the Public Good”

Society Principles:

- *Consensus Model Driven*
- *Written Reports to be Submitted to the Secretary One Week Prior to Regular Meeting in order to be part of the Agenda*

- *Definition of “Stakeholders” in the Mission Statement includes, but is not limited to the following:*
 - *different law enforcement agencies*
 - *emergency responders*
 - *citizens*
 - *service clubs*
 - *community organizations*
 - *religious organizations*
 - *businesses*
 - *media*
 - *schools/Olds College/Campus Learning Centre*
 - *Youth*
 - *All three levels of Government (includes Alberta Transportation and contractors)*

GOALS

- Provide Appropriate Service Delivery Options to Facilitate Community Growth including Charitable Endeavours, Education and Enforcement Based on Two-Way Community Communication
- Create Effective Two-Way Communication with the Public to Address and Identify Issues and Share Solutions
- Enhance and Influence Government Relationships.
- Provide Effective Board Governance through Leadership.

INTRODUCTION/WORKSHOP OUTCOMES

An **Organization Review and Planning Workshop** was held for the **Olds & District Community Policing Society (ODCPS)** on March 12, 2011 at Olds, Alberta. This workshop was sponsored by the ODCPS and was facilitated by Terry Vaughan of Alberta Culture and Community Spirit. The workshop outcomes as described below and in Appendix #1 – Agenda were substantially achieved:

Workshop Outcomes:

By the end of the Organization Review and Planning Workshop members of the ODCPS will have:

- Reviewed and, with or without changes, updated the current *Purpose/Mission Statements* and *Community Operating Principles* for the ODCPS. Determined the need for a *Vision* statement that describes the desired future for the society
- Discussed and, with or without changes, confirmed the *Membership Composition* of the ODCPS
- Identified the key *Trends, Issues and Challenges* and *Assets and Opportunities* that are having, or will have, an impact in the future on community policing in Olds & District
- Identified *Goals, Strategies* and *Actions* for the next 2 to 4 years that will serve as the key guiding directions for the ODCPS for this period of time
- Reviewed for currency and relevancy the existing *ODCPS Bylaws*

This *Participant Input Report* is a compilation of the information and input that was received from the eight (8) board members who participated in the Organization Review and Planning Workshop. A listing of the individuals who participated in the workshop is attached as Appendix #2 – Participant Names.

REVIEW/UPDATE PURPOSE/MISSION, COMMITTEE OPERATING PRINCIPLES AND VISION FOR THE ODCPS

Mission/Society Operating Principles:

The participants reviewed the current Purpose/Mission and Committee Operating Principles statements for the ODCPS (as per Appendix # 3 – Purpose/Mission and Committee Operating Principles) and provided the following comments:

- There was agreement to develop one Mission Statement for the ODCPS to replace the current Purpose/Mission statements
- There was agreement to update the Committee Operating Principles and to change the name to “Society Operating Principles”
- The word “stakeholders” needs to be defined in the Society Operating Principles. Note this definition was inserted in these principles.
- The word “policing” needs to be defined in the Society Operating Principles, or it needs to be changed to the words “law enforcement”. Note the decision of the participants was to use the words law enforcement.
- It was agreed that the words law enforcement broadens the scope to include other agencies and non criminal code activities

- Although the word “committee” has often been used in the organization’s title; it was agreed that the correct societal name, which is the Olds & District Community Policing Society, should be used in all regular conversation. Note use of the word society instead of committee was approved and appears throughout this report
- The participants indicated a need to include in the Society Operating Principles a reference to the society’s involvement with Education, Charitable Endeavours and Social Activities. Note these words have been included in the principles.

Based on the comments made by the participants above, and keeping mind the current Purpose/Mission and Community Operating Principles, the workshop participants developed new draft Mission and Society Operational Principles statements for the ODCPS. These new draft statements are as follows and they can also be viewed in the Executive Summary on pages 2-3 of this report.

OLDS & DISTRICT COMMUNITY POLICING SOCIETY

MISSION (draft)

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OPERATING PRINCIPLES (draft)

Public Principles:

The Olds and District Community Policing Society Identifies Ways for Law Enforcement and the Public to Work Together to Resolve Issues at the Grassroots Level of the Community. The Society will Promote and Foster:

- ❖ *Education and Communication*
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- ❖ *Social Activities*
- ❖ *Identification of Issues*
- ❖ *Solutions through Consultations*
- ❖ *Mutual Support and Sharing*

“All in the Best Interests of the Public Good”

Society Principles:

- *Consensus Model Driven*

- *Written Reports to be Submitted to the Secretary One Week Prior to Regular Meeting in order to be part of the Agenda*
- *Definition of “Stakeholders” in the Mission Statement includes, but is not limited to the following:*
 - *different law enforcement agencies*
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 - *community organizations*
 - *religious organizations*
 - *businesses*
 - *media*
 - *schools/Olds College/Campus Learning Centre*
 - *Youth*
 - *All three levels of Government (includes Alberta Transportation and contractors)*

Vision:

After consideration of the potential merits for development of a Vision for the ODCPS that would describe its desired future; it was decided by the participants not to create such a statement at this time.

REVIEW OF THE MEMBERSHIP COMPOSITION FOR THE ODCPS

A listing of the current member organizations of the ODCPS (i.e. approximately 30) was circulated as information. While there was agreement by the workshop participants that this was a representative list, they also indicated that organizational membership within the ODCPS is fluid in nature. Some organizations may choose to leave and/or return to the society, while other new organizations may identify their interest in joining the society.

REVIEW OF THE ODCPS BYLAWS

The current bylaws for the ODCPS were circulated for review by the participants. There was a general feeling that the bylaws were reasonably accurate; however it was agreed that a bylaw review should be undertaken. The following were some comments that were made by the participants regarding updating the bylaws:

- There will be a need to change and/or delete the membership statement in the bylaws to reflect the definition of “stakeholders” as described in the new Mission statement
- It was agreed that the point about requiring a security check should be deleted from the bylaws
- It was agreed that the word “adult” in the bylaws should be changed to the word “person”, which better reflects all age groups, including youth

Two options for this bylaw review were proposed – form a small committee of about 3 members to review and update the bylaws for final approval by the ODCPS Board – or, update a section or two of

the bylaws at each regular board meeting until they have been fully revised and are ready for final approval by the Board.

IDENTIFICATION OF TRENDS, ISSUES AND CHALLENGES AND ASSETS AND OPPORTUNITIES IMPACTING COMMUNITY POLICING IN OLDS AND DISTRICT

The workshop participants discussed what the “current reality” is for the ODCPS. In this regard they identified “what is going on” in the way of *Trends, Issues and Challenges* and *Assets and Opportunities*, which are having, or may have, an impact on community policing within Olds and District. Their input from these discussions is profiled below:

Issues and Challenges:

- ✓ Governance – development/training, bylaws, board development
- ✓ Growth – culture, economic, environment, social and governance etc.
- ✓ Infrastructure and Interactive Technology (IT) changes
- ✓ Highways 2A and Queen Elizabeth II – can increase new areas of crime
- ✓ RCMP reporting load
- ✓ RCMP and other enforcement staffing issues – loss of experience due to retirements etc.
- ✓ Funding – provincial downloading
- ✓ Volunteers/succession planning
- ✓ Privacy issues
- ✓ Communication between stakeholders
- ✓ Accountability - can be a liability
- ✓ Education on prevention
- ✓ Safety – too many levels, traffic at crosswalks
- ✓ Liability
- ✓ Challenge – looking at our process – walk ability i.e. seniors, also permission to keep driver’s licences for some seniors is inappropriate
- ✓ Availability of people to “hide in plain sight”

Trends/Assets/Opportunities:

- ✓ Information sharing
- ✓ Increase level of law enforcement
- ✓ Increased administrative requirement is reducing operational capacity
- ✓ Number of agencies willing to participate
- ✓ Information versus intelligence
- ✓ There is an opportunity for more proactive education
- ✓ New players bring in new ideas
- ✓ There are new models of law enforcement being explored
- ✓ The ODCPS is a sound working society that is respected in the province
- ✓ The ODCPS benefits from its collaboration of members and stakeholders

- ✓ There is an opportunity for mentorship i.e. future citizens' career choices – Police-RCMP, Protective Services etc.
- ✓ The society and the public have an open two-way communication
- ✓ There is an increased trend towards fraud

GOALS FOR THE ODCPS FOR THE NEXT 2 TO 4 YEARS

By responding to the following focus question, the members developed new key *Goals* for the ODCPS for the next 2 to 4 years:

What kinds of Activities need to be done (e.g. significant initiatives, projects, programs, activities, events, committee, financial and administration functions etc.) by the ODCP S during the next 2 to 4 years in order to fully carry out its Purpose/Mission?

The chart on page 8 describes the **four (4) Goals** that were identified by the workshop participants, along with their supporting “activity” cards that will serve as the key guiding directions for the ODCPS over the next 2 to 4 years.

OLDS & DISTRICT COMMUNITY POLICING SOCIETY
KEY GOALS 2011-2014

A Goal for the ODCPS is to Provide Appropriate Service Delivery Options to Facilitate Community Growth including Charitable Endeavours, Education and Enforcement Based on Two-Way Community Communication.	A Goal for the ODCPS is to Create Effective Two-Way Communication with the Public to Address and Identify Issues and Share Solutions.	A Goal for the ODCPS is to Enhance and Influence Government Relationships.	A Goal for the ODCPS is to Provide Effective Board Governance through Leadership.
Service deliveries	Establish communication system for the public	Lobbying i.e. government (2 cards)	Governance Board
Support programs i.e. Block Parent	Public Relations	Nurturing government relationships	Leadership
Education – external	Awareness – Trade Fairs	Monitoring judicial system	Regular meetings 5 times/year
Deployment education	Social Media	Monitor effects of legislation	Bylaw Review
Training	Signage i.e. Crime Free Zone	Partnerships	Recognition of members
Charitable endeavours	Enhance market image		Succession planning
Enforcement consultation	Open dialogue		Public Engagement Policy
Crime prevention tips	Identify issues		Specific sub-committee
Data base crime prevention	“Myth Busting”		Education – internal
			Presentations

ACTION PLANNING THE KEY GOALS FOR THE ODCPS

The workshop participants brainstormed *Strategies* and *Actions* that will successfully carry out the **four (4) key Goals** for the ODCPS for the four-year period 2011-2014. These action plans for each Goal are detailed as follows:

ACTION PLANS

Goal:	A Goal For The ODCPS is to Provide Appropriate Service Delivery Options to Facilitate Community Growth including Charitable Endeavours, Education and Enforcement Based on Two-Way Community Communication.
Solution 1:	Attend and provide support at Charity Check Stop
Who will do the work?	Law enforcement agencies Community leaders
When will the work be done?	First and second week of September
What resources will be required?	Volunteers for passing out packages and collecting donations
How will you measure success?	Safe Day – recognition of participants Number of packages handed out

Goal:	A Goal For ODCPS is to Provide Appropriate Service Delivery Options to Facilitate Community Growth including Charitable Endeavours, Education and Enforcement Based on Two-Way Community Communication.
Solution 2:	Prioritize issues to address
Who will do the work?	Community stakeholders and society members
When will the work be done?	Ongoing
What resources will be required?	Law enforcement members Stakeholders Society members
How will you measure success?	Reduction or resolution to the specific issue

Goal:	A Goal For ODCPS is to Provide Appropriate Service Delivery Options to Facilitate Community Growth including Charitable Endeavours, Education and Enforcement Based
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	on Two-Way Community Communication.
Solution 3:	Provide RCMP input for annual performance plan
Who will do the work?	Committee will provide concerns/ideas. Detachment commander to produce the plan
When will the work be done?	Each Spring – prior to June 1
What resources will be required?	Time and discussion of inputs
How will you measure success?	Quality of the ideas provided that can lead an initiative or two

Goal:	A Goal For ODCPS is to Provide Appropriate Service Delivery Options to Facilitate Community Growth including Charitable Endeavours, Education and Enforcement Based on Two-Way Community Communication.
Solution 4	Provide presentations/training for society members
Who will do the work?	Society members
When will the work be done?	Ongoing as presentation/training is provided
What resources will be required?	Some fee necessary, if the presenter charges. Audio-visual equipment
How will you measure success?	Positive feedback from Society members. Ability to speak intelligently to the community on issues arising from presentations.

Goal:	A Goal for the ODCPS is to Create Effective Two-Way Communication with the Public to Address and Identify Issues and Share Solutions.
Solution 1:	Create communication systems with event planners to enhance awareness
Who will do the work?	Committee and law enforcement
When will the work be done?	Ongoing
What resources will be required?	Time, liaison personnel to establish relationship
How will you measure success?	Number of relationships built and number of information received

Goal:	A Goal for the ODCPS is to Create Effective Two-Way Communication with the Public to Address and Identify Issues and Share Solutions.
Solution 2:	Participate in appropriate community events
Who will do the work?	Society members
When will the work be done?	Ongoing and event by event
What resources will be required?	Time and printed media, finances
How will you measure success?	Increased communication, society members

Goal:	A Goal for the ODCPS is to Create Effective Two-Way Communication with the Public to Address and Identify Issues and Share Solutions.
Solution 3:	Society members solicit communication from the community
Who will do the work?	Non law enforcement, Society members
When will the work be done?	Ongoing
What resources will be required?	Email, conventional media
How will you measure success?	Number of incoming information New people coming forward to the Society - regular advertising for issues and regular invitation to the meeting

Goal:	A Goal for the ODCPS is to Enhance and Influence Government Relationships.
Solution 1:	Lobby government when the need arises
Who will do the work?	Society and municipal government representatives
When will the work be done?	As needed
What resources will be required?	Volunteer time

How will you measure success?	When a controversial issue is resolved Monitor outcomes
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Goal:	A Goal for the ODCPS is to Enhance and Influence Government Relationships.
Solution 2:	Monitor judicial system and affects of legislation
Who will do the work?	Society members
When will the work be done?	Ongoing
What resources will be required?	Volunteer time
How will you measure success?	By the number of issues raised over time

Goal:	A Goal for the ODCPS is to Enhance and Influence Government Relationships.
Solution 3:	Partnerships
Who will do the work?	Society
When will the work be done?	Living document
What resources will be required?	Volunteer time Dependent on issues needing to be resolved
How will you measure success?	Outcomes

Goal:	A Goal For The ODCPS is to Provide Effective Board Governance through Leadership.
Solution 1:	Governance Board
Who will do the work?	Executive/Secretary
When will the work be done?	lifelong learning
What resources will be required?	training/funding volunteer time
How will you measure success?	Participation Length of meetings Membership

Goal:	A Goal For The ODCPS is to Provide Effective Board Governance through Leadership.
Solution 2:	Leadership
Who will do the work?	Each member
When will the work be done?	Everyday
What resources will be required?	Employer/education
How will you measure success?	Success of society and ability to be proactive

Goal:	A Goal For The ODCPS is to Provide Effective Board Governance through Leadership.
Solution 3:	Effective society governance Bylaw review Set up specific sub-committee
Who will do the work?	Society
When will the work be done?	Set up sub-committees as needed and ?? at meetings Bylaw review – next meeting March 2011
What resources will be required?	Volunteer time Training
How will you measure success?	Effective Society meetings

Goal:	A Goal For The ODCPS is to Provide Effective Board Governance through Leadership.
Solution 4:	Regular meetings five times per year
Who will do the work?	Society – Chairperson/Secretary
When will the work be done?	Living documents one week prior to meeting
What resources will be required?	Volunteer time
How will you measure success?	Attendance Length of meetings

Goal:	A Goal For The ODCPS is to Provide Effective Board Governance through Leadership.

Solution 5:	Public Engagement Policy
Who will do the work?	Appointed Sub- committee
When will the work be done?	1-2 years
What resources will be required?	Policy toolkit Volunteer time
How will you measure success?	Implementation of policy and membership

Goal:	A Goal For The ODCPS is to Provide Effective Board Governance through Leadership.
Solution 6:	Succession Planning
Who will do the work?	Chair/Executive
When will the work be done?	Living document
What resources will be required?	Media/Social Networking
How will you measure success?	Success of Society

Goal:	A Goal For The ODCPS is to Provide Effective Board Governance through Leadership.
Solution 7:	Recognition of members
Who will do the work?	Society/Town of Olds – yearly event
When will the work be done?	Yearly
What resources will be required?	Volunteer time Small budget for certificates
How will you measure success?	Membership involvement in Society

Goal:	A Goal For The ODCPS is to Provide Effective Board Governance through Leadership.
Solution 8:	Education/Presentations – internal
Who will do the work?	Secretary or RCMP Liaison to set up presentations at each meeting, or coordinate with delegate
When will the work be done?	At each meeting
What resources will be required?	Volunteer time

How will you measure success?	Satisfaction of society members at meetings Questions/answers resolved
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NEXT STEPS TO COMPLETE THE ORGANIZATION REVIEW AND STRATEGIC PLAN FOR THE ODCPS FOR 2011-2014

At the end of the Organization Review and Planning Workshop it was agreed by the board members that the following are necessary next steps:

- Terry Vaughan to develop and deliver to Judy Schlichenmayer a Participant Input Report that captures the information and input that was received from the 8 workshop participants.
- Judy will review this Participant Input Report for accuracy and, with or without changes, will circulate it to all of the workshop participants, as well as to all other board members and others as deemed necessary.
- The ODCPS Board at a regular meeting will approve, with or without changes, the proposed new Mission, Society Operating Principles and the four (4) key Goals, as the fundamental statements that will guide the work of the ODCPS over the four-year period 2011-2014.
- The ODCPS Board will implement the Action Plans for each of the four (4) key Goals over the four-year period 2011–2014. One of these Action Plans is for the Board to take immediate action to update the existing society bylaws.
- The ODCPS Board will monitor on an annual basis the achievement of the Action Plans for each of the four (4) key Goals.
- The ODCPS Board will meet sometime during 2014 to conduct an Organization Review and to develop a new three or four year Strategic Plan for the society.

APPENDIX #1

AGENDA

OLDS & DISTRICT COMMUNITY POLICING SOCIETY

ORGANIZATION REVIEW AND PLANNING WORKSHOP

9:00 a.m. – 4:00 p.m.

Saturday, March 12, 2011

Town Council Chambers, Olds, Alberta

Workshop Outcomes:

By the end of the Organization Review and Planning Workshop members of the Olds & District Community Policing Society (ODCPS) will have:

- Reviewed and, with or without changes, updated the current Purpose/Mission Statements and Community Operating Principles for the ODCPS. Determined the need for a Vision statement that describes the desired future for the society
- Discussed and, with or without changes, confirmed the Membership Composition of the ODCPS
- Identified the key Trends, Issues and Challenges and Assets and Opportunities that are having, or will have, an impact in the future on community policing in Olds & District
- Identified Goals, Strategies and Actions for the next 2 to 4 years that will serve as the key guiding directions for the ODCPS for this period of time
- Reviewed for currency and relevancy the existing ODCPS Bylaws

AGENDA

9:00 a.m. Welcome/Introductions

Judy Dahl, Mayor, Town of Olds/Member of ODCPS

WORKSHOP OUTCOMES/AGENDA REVIEW

Terry Vaughan – Facilitator, Alberta Culture and Community Spirit

Review/Update to Purpose/Mission, Community Operating Principles and Vision for the ODCPS

Review of the Membership Composition for the ODCPS

10:30 a.m. BREAK (15 mins)

Identification of Trends, Issues and Challenges and Assets and Opportunities Impacting Community Policing in Olds and District

12:00 p.m. LUNCH BREAK (onsite)

12:30 p.m. GOALS FOR THE ODCPS FOR THE NEXT 2 TO 4 YEARS

By responding to the following focus question, the members will develop new over-arching Goals for the ODCPS for the next 2 to 4 years:

What kinds of Activities need to be done (e.g. significant initiatives, projects, programs, activities, events, committee, financial and administration functions etc.) by the ODCPS during the next 2 to 4 years in order to fully carry out its Purpose/Mission?

2:00 p.m. BREAK (15 mins)

ACTION PLANNING THE GOALS FOR THE ODCPS

REVIEW OF THE ODCPS BYLAWS

3:45 p.m. NEXT STEPS IN THE STRATEGIC PLANNING PROCESS FOR THE ODCPS

WORKSHOP EVALUATION

4:00 p.m. WORKSHOP CLOSURE

This workshop was sponsored by the
OLDS & DISTRICT COMMUNITY POLICING SOCIETY
and was facilitated by
ALBERTA CULTURE AND COMMUNITY SPIRIT

APPENDIX #2

WORKSHOP PARTICIPANT LISTING

ORGANIZATION REVIEW AND PLANNING WORKSHOP

PARTICIPANTS

Fred Bay
Judy Dahl
Kevin Heppler
Cody Jasper
Al Kemmere
Kevin Morton
Joan O'Reilly
Judy Schlichenmayer

APPENDIX #3
PURPOSE/MISSION &
COMMITTEE OPERATING PRINCIPLES

OLDS & DISTRICT COMMUNITY POLICING SOCIETY

**NOTE – these were the original current statements, prior to development of the new draft Mission and Society Principles statements (see Executive Summary pages 2-3) that were completed by the workshop participants.

PURPOSE/MISSION STATEMENT

The goal of the Olds Police Advisory Committee is to work together to provide community sensitive policing and crime prevention leadership. The Committee identifies ways for the police and the public to work together to resolve problems that may exist at the grassroots level of the community, through consultation and education.

MISSION STATEMENT

To provide the citizens of the Olds Royal Canadian Mounted Police Detachment Community Policing through representation of various groups in the community

COMMITTEE OPERATING PRINCIPLES

Consensus decision model. Written reports to be submitted to the secretary one week prior to the meeting to be part of the agenda and discussed at the meeting to hasten the meetings.