

Report to / Rapport au:

**OTTAWA POLICE SERVICE BOARD
COMMISSION DE SERVICE DE POLICE D'OTTAWA**

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Submitted by / Soumis par:

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SUBJECT: DISTRICT MODEL: STRUCTURE AND COST REPORT

**OBJET: MODÈLE DE DISTRICT : STRUCTURE ET RAPPORT SUR LES
COÛTS**

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

**Que la Commission de service de police d'Ottawa prenne connaissance du
présent rapport à titre d'information.**

BACKGROUND

In line with the commitment made at the April Board meeting, this report presents a focused update on the organizational design of the Ottawa Police Service's (OPS) District Model—an integral part of the District Revitalization Program (DRP). It outlines the envisioned future-state structural design, defines core functions, required resources, identifies key constraints affecting implementation, and details the phased approach being taken to manage position budgeting—particularly in relation to the establishment of the South Platoon and the overall district management framework.

Since 2017, the OPS has operated under a centralized structure. This model was implemented during a period of limited organizational growth, with the primary objective of maximizing resource utilization, strengthening the delivery of core services, streamlining operations, and ensuring consistency across key service areas. It enabled the Service to effectively manage constrained resources and maintain operational

stability, making consolidation both a strategic and necessary response to the challenges of the time.

However, the expectations of the communities we serve—and the broader direction of policing—have evolved significantly. There is a growing demand for more localized, responsive, and community-centered service delivery. As a result, the limitations of a centralized model have become increasingly evident, particularly in its ability to adapt to diverse community needs and foster meaningful local engagement.

In response, OPS is transitioning to a district-based operational structure, organizing the city into four distinct districts. This transformation is intended to revitalize and strengthen our approach to Community Safety and Well-Being, as well as community policing, by:

- Empowering district-level leadership with greater decision-making authority related to resource utilization, and enabling the building of geographical ownership.
- Enhancing accountability and responsiveness at the local level.
- Enabling more tailored and flexible service delivery, and
- Fostering deeper engagement with the communities we serve.

This transition represents a strategic evolution—from a structure optimized for resource optimization to one designed for adaptability, growth, and meaningful community impact. The four-District Model is central to this transformation, ensuring that OPS is well-positioned to meet the current and future needs of the city.

DISCUSSION

The OPS undertook a deliberate and well-structured redesign of its Community Policing Command organization to strengthen service delivery, accountability, and adaptability in alignment with its district model vision and evolving community needs. Grounded in clear principles—service to communities, alignment, accountability, flexibility, and efficiency—the process was informed by extensive engagement with leadership and frontline teams. Multiple design scenarios were explored, tested, and refined to ensure the model is both scalable, resource-conscious and operationally sound.

A key outcome of this redesign was the establishment of a clear and manageable span of control across all levels within the district structure. This ensures that leaders are positioned to provide effective oversight, support, and decision-making within their areas of responsibility, while maintaining close connection to operational realities. The

structure promotes clarity in roles, enhances accountability, and enables timely responses to both operational and community needs.

This forward-looking structure reflects a thoughtful and evidence-based approach, giving confidence that OPS is well-positioned to meet both current demands and future challenges.

Future State Organizational Model Summary

The future state model is organized around four geographic districts—West, Central, South, and East—each led by a Superintendent responsible for Neighbourhood Policing and Frontline Patrol operations. In the future, these leaders may also oversee a sub-set of investigative services within their respective areas. This decentralized leadership structure is designed to foster geographic ownership, support localized decision-making, enhance responsiveness, and strengthen community relationships.

While investigative services are not included in the initial phase of implementation, its integration will be considered at a later stage. This phased approach reflects current staffing limitations, budget constraints and the need to carefully evaluate how a decentralized model may affect investigative operations. Future planning will ensure that any transition of investigative responsibilities is aligned with operational capacity and preserves the integrity and effectiveness of investigative work.

To fully implement and sustain this model, an estimated 63 additional full-time equivalents (FTEs) are required. These positions include both sworn officers and civilian professionals, supporting a multidisciplinary approach to community safety.

As part of the transition, 92 existing positions have been strategically repurposed or redistributed from the current structure to support the future model. The 63 FTEs represent the net new staffing requirement after accounting for these internal reallocations.

Exclusion of Patrol Constable Growth FTEs

The Ottawa Police Service has opted to exclude projected growth in patrol constable positions from the current FTE requirements under the District Model. This decision reflects the need to await the public release of the Office of the Auditor General's Audit of Staffing, which was initiated at the request of the Police Services Board.

The forthcoming audit report is expected to provide targeted recommendations to address current staffing deficiencies and the need to establish a more evidence-based approach for assessing current and growth resource needs. Consequently, any expansion of patrol constable positions will be revisited once staffing requirements are more clearly defined—particularly through the development of geographic zone boundaries and workforce

demand modeling. These growth considerations will be integrated into the scope of the upcoming Audit response plan.

Although the current model does not include projected growth for patrol constables, it has been intentionally designed to be scalable.

Geographic Boundary & Resource Modeling

To support the implementation of the District Model and accurately determine future staffing needs, OPS will be undertaking a comprehensive analysis to finalize zone boundaries and resource modeling under the DRP Program, with assistance from external experts. This work will also inform the staffing audit response plan by identifying the FTEs required to ensure effective and adequate policing.

Well-defined and strategically designed patrol zones are essential to effective police operations. These geographic boundaries provide the structure needed to organize frontline resources, balance workloads, and ensure timely, coordinated responses to emergencies and incidents. Within a district model, they also deliver key operational advantages—such as clearer geographic accountability, deeper insight into community dynamics, improved identification of crime patterns, and more responsive service delivery. By consistently working within defined areas, officers build familiarity with their communities, which enhances situational awareness, strengthens public trust, and supports a more proactive and community-focused approach to policing.

Ultimately, this integrated, data-driven strategy will refine frontline staffing requirements, ensuring deployment decisions are aligned with operational priorities and the evolving safety needs of the community.

District Functions

Integrated Neighbourhood Teams

To help illustrate the structure of the model, each district will be anchored by an integrated Neighbourhood Team led by a District Neighbourhood Inspector, who provides strategic operational oversight and ensures alignment with district-specific priorities. These multidisciplinary teams will include Community Intake Relationship Specialists, Crime and Research Analysts, Neighbourhood Resource Teams, Community Police Officers, Youth Officers and Traffic Officers and have been designed to foster strong collaboration both internally and with the communities they serve.

The teams include:

Community Intake Relationship Specialists [CIRS]: CIRS play a proactive, preventative role in fostering community safety by serving as embedded, trusted contacts who co-create safety solutions with residents and key stakeholders. With

expertise in community development and engagement, CIRS establish consistent, meaningful relationships to surface concerns early, build trust, and ensure that community voices shape public safety priorities. They help triage issues, connect residents to appropriate services, and support the development and implementation of community safety plans. By laying the groundwork for Community Police Officers (CPOs) and Neighbourhood Response Teams (NRTs) to engage more effectively, CIRS ensure that public safety efforts are rooted in collaboration, transparency, and the lived experiences of the community.

Crime and Research Analysts: These professionals provide data-driven insights to support evidence-based decision-making. They analyze crime trends and identify emerging issues and help support the work of the integrated neighbourhood teams.

Community Police Officers [CPOs]: CPOs act as vital connectors between the community and police services, ensuring that local concerns are heard, understood, and addressed. Drawing on their specialized policing expertise—including crime prevention, conflict resolution, and community safety strategies—they apply a deep understanding of local dynamics to build trust and foster collaboration with residents, businesses, city and community partners. Through consistent engagement and relationship-building, CPOs are able to identify emerging issues early and assess them through a lens of public safety and risk management. They work closely with Neighbourhood Resource Teams (NRTs) to ensure these concerns are escalated and addressed in a focused, prioritized manner. Their efforts support proactive problem-solving, informed by both community input and professional policing knowledge, contributing to safer, more resilient neighbourhoods.

Youth Officers: Youth Officers are dedicated to fostering meaningful connections with young people across the districts. Recognizing that schools and neighbourhoods—particularly those facing systemic challenges—are key environments for youth engagement, these officers work proactively to build trust and promote safety. They collaborate closely with schools, youth-serving organizations, community agencies, and local leaders to support mentorship, early intervention, and risk prevention. By introducing, leading, and supporting educational initiatives, outreach programs, and youth development opportunities, Youth Officers play a vital role in preventing youth involvement in crime and encouraging positive life paths. Their presence in vulnerable neighbourhoods ensures that support reaches those who need it most, helping to create safer communities.

Neighbourhood Resource Teams (NRTs): These officers are responsible for rapid, flexible responses to ongoing or emerging issues within the district. Their work is focused on addressing crime and disorder through targeted enforcement and high-visibility presence.

The hybrid team structure combines embedded roles with cross-functional capabilities, allowing for both specialization and adaptability. This design promotes seamless communication and coordination across functions, ensuring that the team can respond effectively to a wide range of community needs.

Crucially, these teams will work in partnership with residents, local organizations, and stakeholders to identify, prioritize, and co-develop solutions to local concerns. This collaborative approach ensures that policing strategies are grounded in the lived experiences of the community and responsive to its evolving needs.

Complementing these efforts, dedicated **District Traffic teams** will be focused on addressing local traffic concerns. Their responsibilities will include enforcement of traffic laws, school zone safety, stunt driving, and community engagement on road safety issues. These officers will play a key role in promoting safe driving behaviors and responding to the unique traffic challenges within their respective communities.

In addition to district-level resources, a specialized Traffic Team will remain within the Specialized Policing Directorate (SPD), serving as a center of expertise. This team will support districts with traffic-related issues and delivering specialized services such as advanced training, planning and logistical coordination, and VIP escorts. Their role ensures that traffic enforcement remains consistent, coordinated, and strategically aligned across the city—contributing to safer roads and enhancing the overall well-being of communities.

District Patrol Operations & Supporting Functions

District Patrol Operations will continue to operate 24/7/365, maintaining full autonomy to meet emergency response mandates and address local priorities. In addition to their core responsibilities, Patrol Operations will increasingly partner with District Neighbourhood Operations to extend the reach of community safety plans, identified priorities, and support the implementation of localized strategies. This collaboration enhances the integration of proactive and responsive policing efforts, ensuring a more coordinated and community-focused approach.

These efforts are further supported by centralized functions, including the Communications Centre, Real-Time Operations Centre (RTOC), and Duty Inspectors. Together, these units provide city-wide support, oversight, critical incident command, and

strategic coordination—ensuring that frontline operations are responsive and agile with day-to-day operational demands.

Community Safety & Well Being [CSWB]

A key advancement in this model is the formal establishment of the Community Safety & Well-Being (CSWB) Branch as a dedicated line of business under the Deputy Chief of Community Policing Command. While CSWB is designed as an enterprise-wide framework, its initial focus will be on embedding its principles directly into neighbourhood and frontline operations. This ensures that the foundational values of CSWB are not only understood but actively practiced where they matter most—on the ground.

CSWB Teams will support District Teams in several critical areas, including relationship management, strategic partnerships, crime prevention education and awareness, Crime Prevention Through Environmental Design (CPTED) audits, and the development of Neighborhood Watch programs. They will also play a key role in training and empowering community leaders to foster safer, more resilient communities.

The CSWB Framework—developed through extensive consultation with internal directorates and external social service and community partners—will guide the Service’s priorities across four levels of intervention: social development, prevention, risk intervention, and incident response. This structured approach ensures a balanced focus on both proactive and responsive strategies.

Additionally, strategic advisory support will be available to the Chief on CSWB-related and partnership matters, reinforcing leadership alignment and oversight. This integration supports a modern, prevention-focused approach to policing that aligns with evolving community expectations and enhances collaborative efforts with community agencies to address root causes of crime and social disorder.

Achieving the full potential of this model will require:

- Sustained investment in staffing to meet the 63 FTE requirement and ensure operational readiness.
- Phased implementation of frontline constable growth, aligned with the OPS Workforce Stabilization Strategy and the staffing audit response plan, to support scalable and strategic expansion.
- Cross-functional coordination, processes and systems to break down silos and ensure seamless integration across units.
- Continued engagement with frontline and community stakeholders to maintain alignment with operational realities and public expectations.
- Supporting the City in operationalizing the CSWB Plan.

This future state model positions OPS to deliver policing services that are community-centered, data-informed, and strategically aligned, ensuring the organization is well-equipped to meet both current and future demands.

FTE Requirements & Organizational Impact

The organizational structure design along with a breakdown to multi-year resource requirements has been provided as an attachment for reference.

As an overview, the below details the projected investments year over year to reach 63 FTEs to realize the future state district model launching in 2027. As previously stated, this plan intentionally excludes growth positions for frontline patrol, which will be addressed separately through the forthcoming staffing audit response plan.

	2026	2027	2028	Total
FTEs	15	29	19	63
Dollars	\$2.68M	\$5.56M	\$3.2M	\$11.4M

While the organizational structure and staffing plan have been thoughtfully developed to support the future state, it is important to acknowledge the dynamic and evolving environment in which the Ottawa Police Service operates. In response to this complexity, the Service is recommending a more focused and adaptable approach: a phased implementation involving 63 FTEs over a three-year period, aligned to a condensed timeline and supported by a projected investment of \$11.4 million.

While this investment is critical to building district operations and advancing the future state model, it must be acknowledged that it will place pressure on other areas of the organization.

Specialized units such as Sexual Assault and Child Abuse (SACA), Intimate Partner Violence (IPV), Homicide, Human Trafficking, Fraud, General Investigations, and Hate & Bias Crime among other areas, continue to face increasing complexity and rising caseloads. These units require additional resources to maintain effective service delivery, and prioritizing district model implementation may limit the Service's ability to respond to these needs in the short term. As a result, the timeline for full implementation of the district model could extend beyond the initial three-year horizon if broader organizational demands are factored into future budget and staffing decisions.

Phased Approach

Implementation of the new organizational structure will need to follow a phased approach, recognizing the requirement to align progress with available resources and budget constraints. This gradual rollout ensures that as staffing levels increase and investments are secured, services and operational capacity will expand accordingly. The model is intentionally designed to scale with the pace of resourcing, allowing OPS to build toward full implementation in a sustainable, responsible manner—without compromising service quality or organizational stability.

Phase I: Full District Management Framework & New South Platoon [2026-2027]

Phase I of the new organizational model will launch in Q1 of 2027, with a strategic focus on establishing the district structure as the operational backbone of the Ottawa Police Service. Central to this phase is the appointment of dedicated Superintendents to each of the four districts—West, Central, South, and East—who will serve as senior leaders responsible for driving the success of the new model.

These Superintendents will bring essential value at this critical stage, ensuring consistent oversight, alignment with community priorities, and the development of localized strategies tailored to each district. As key architects of district operations, they shape how each area functions, foster geographic ownership, and build trust with the communities they serve.

Given the complexity and risk inherent in policing, strong, experienced leadership is vital. Their presence at the district level is crucial for managing operational risk, ensuring readiness, and supporting a more responsive, community-focused policing model. This investment in leadership is both a structural necessity and a strategic safeguard for the success of the District Model.

The initial investment will be directed primarily toward building supervisory capacity, which is essential for enabling effective frontline operations and supporting the transition to a decentralized, district-based model. Additional investments include the deployment of CPOs in high-demand areas, new communicators in the 911 Communications Centre to support dispatching services to the South Platoons teams, and the establishment of a South Platoon rank structure responsible for 60 constables. In total, 44 net new FTEs will be required for this phase, with an estimated budget investment of \$8.24 million. This foundational phase sets the stage for scalable, community-focused policing and ensures the structure is built responsibly in line with available resources.

Phase II: CPO Expansion and Stabilization of CSWB [2028]

Building on the foundational district structure established in Phase I, Phase II focuses on deepening community engagement and stabilizing critical support functions within the

Community Safety and Well-Being (CSWB) directorate. This phase includes the addition of 9 Community Police Officers (CPOs), bringing the overall total to 25. This expansion enhances the Service's ability to provide consistent CPO coverage across all City Wards, enabling more responsive, community-informed policing. CPOs will work closely with City Councillors, community partners and agencies to identify emerging issues, support local initiatives, and strengthen relationships between police and the communities they serve. Phase II also invests in the long-term sustainability of the CSWB directorate by converting 10 key roles from temporary to permanent positions. These roles—spanning Indigenous and LGBTQQIA Liaison Officers, Diversity & Resource Relations, School Engagement, Youth Mental Health, and the Adult Pre-Charge Program—are essential to delivering inclusive, culturally responsive services. Stabilizing these positions ensures continuity of service, strengthens relationships with community partners, and enhances the Service's capacity to provide consistent, specialized support in addressing complex social needs impacting policing services. In total, 19 FTEs will be required for this phase, with an estimated investment of \$3.2 million.

CONSULTATION

The development of the district model and its guiding vision was informed by extensive consultation with community partners and City Councillors. Through these engagements, we gathered valuable feedback on local concerns, priorities, and aspirations for what community policing should look like in their respective areas. This input played a critical role in shaping and enhancing the functions within each district, ensuring the model reflects the diverse needs of the communities we serve. The resulting design is a direct response to this collaborative process. Consultation regarding the financial implications of the model will continue as part of the formal budget process.

FINANCIAL IMPLICATIONS

Implementing the foundational phases of the district model will require a focused and strategic investment to meet operational demands and support the transition to a more responsive policing framework. Under the current three-year plan [2026-2028], the OPS is projecting the phased addition of 63 FTEs—excluding growth positions for frontline patrol—at an estimated cost of \$11.4 million.

SUPPORTING DOCUMENTATION

Document 1 - District Organizational Model & Costing

Document 2 - District Model FTE Requirements

CONCLUSION

The district model represents a transformative step forward for the Ottawa Police Service—one that is rooted in community input, operational insight, and a clear vision for more responsive, accountable, and locally focused policing.

While the implementation of this model requires a significant investment—both in terms of staffing and financial resources—it is a necessary and strategic commitment to building a safer, more connected city. The phased approach, supported by a clear organizational structure and informed by ongoing analysis, ensures that the transition is both sustainable and aligned with long-term priorities.

As we move forward, continued collaboration with stakeholders and transparent engagement through the budget process will be essential. The district model is not just a structural change—it is a commitment to evolving how we serve, protect, and partner with the communities of Ottawa.