

District Organizational Model & Costing

**Attachment A: Visual Representation
District Revitalization Program (DRP)**

28 July 2025



Purpose

- In April, we provided an overview of the DRP Program components, highlighting the foundational work underway to support the operationalization of the district model
- At that time, we committed to returning with a detailed update once the organizational design was finalized

Visual Representation:

1. Provide a clear understanding of the core functions within the new district model
2. Present the finalized organizational design that will support district-based operations
3. Outline the estimated costs associated with implementing the model across phases

Outcomes



Strong, Productive Relationships with Community and Community Partners



Healthy, Resilient and Safer Communities



Crime Prevention and Reduction



Efficient, Effective OPS Service Delivery that addresses Community Priorities



Trust and Confidence in the OPS

Understanding District Core Functions

Building relationships
Identifying issues & co-create
solutions with community

1. Community Intake Relationship Specialists (CIRS)

•**Role:** Community liaison

•**Functions:**

- Build trust and relationships
- Surface early concerns
- Co-create safety solutions
- Triage issues and connect to services
- Lay groundwork for CPOs and NRTs

Support through data

4. Crime and Research Analysts

•**Role:** Data and intelligence support

•**Functions:**

- Analyze crime trends
- Identify emerging issues
- Support evidence-based decisions
- Inform all team roles

Response & Enforcement

5. District Traffic Teams

•**Role:** Local traffic enforcement

•**Functions:**

- Enforce traffic laws
- School zone safety
- Community engagement on road safety

2. Community Police Officers (CPOs)

•**Role:** Bridge between police and community

•**Functions:**

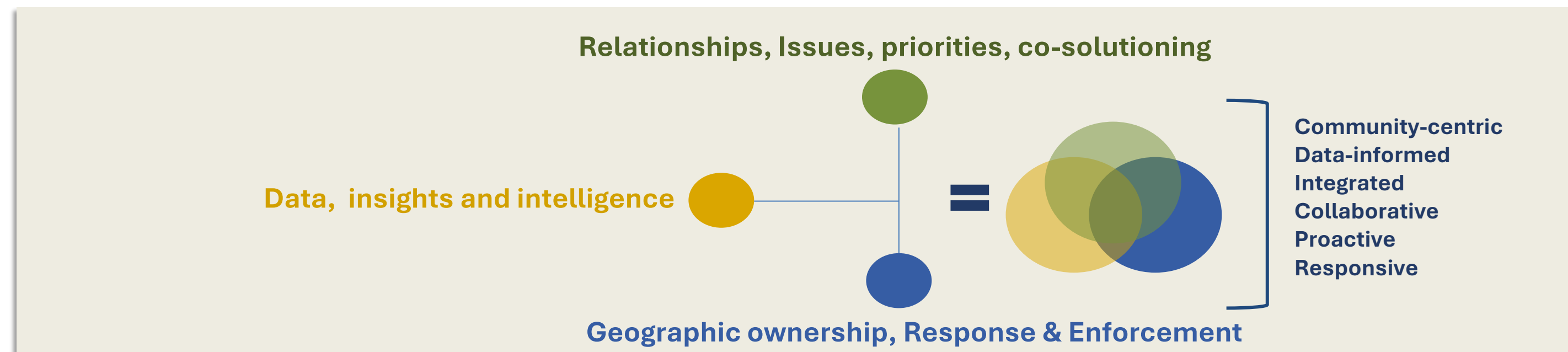
- Address local concerns
- Build trust through consistent engagement and visibility
- Apply crime prevention and conflict resolution
- Collaborate with NRTs for issue escalation

3. Youth Officers

•**Role:** Youth engagement specialists

•**Functions:**

- Build trust with youth
- Collaborate with schools and youth orgs
- Lead mentorship and outreach
- Prevent youth crime involvement



6. Neighbourhood Resource Teams (NRTs)

•**Role:** Rapid response units

•**Functions:**

- Address crime/disorder
- High-visibility presence
- Targeted enforcement & neighbourhood action response plans
- Collaborate with CPOs and CIRS

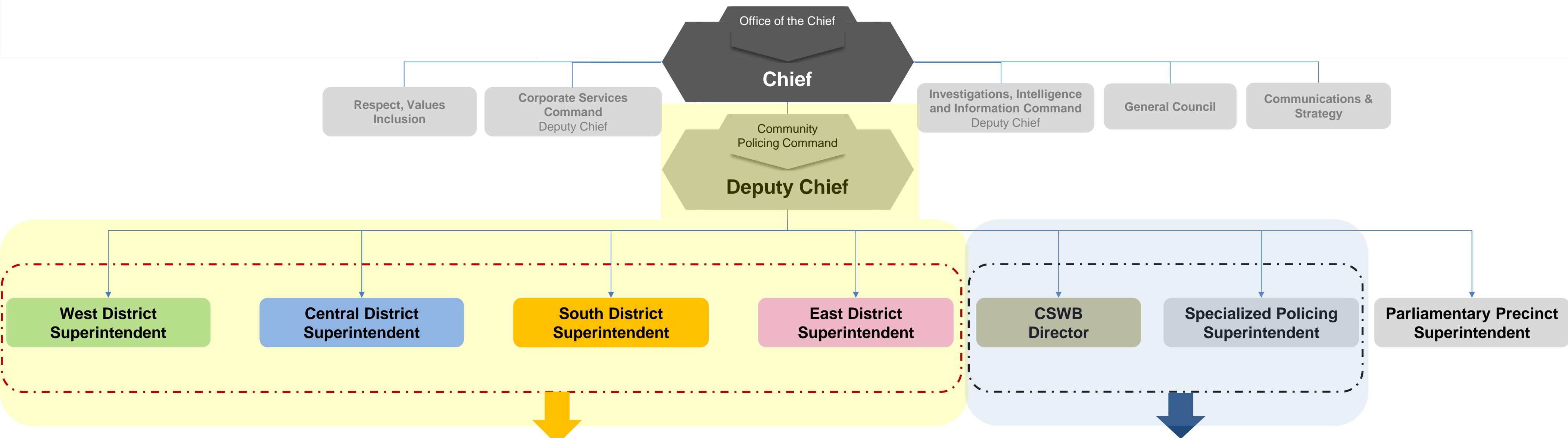
7. Frontline Patrol

•**Role:** Emergency & Mobile response

•**Functions:**

- Emergency Response [9 1 1]
- Mobile Response
- High-visibility presence
- Geographic ownership
- Collaborate with District Neighbourhood Teams

Community Policing Command Organizational Structure



District Model—Major Adjustments

- Strategic shift in how the organization operates:
 - Moving from a city-wide deployment structure [centralized] to a district deployment structure [decentralized]
 - Redesigning boundaries to account for 4 distinct geographical areas from 3 and the introduction of a South Platoon
 - Moving from larger sector boundaries to smaller zones to support geographical ownership at a patrol level
 - Movement of centralized teams to decentralized [i.e. traffic]
 - Includes elements of a matrix structure: employees align to both functional and substantive reporting lines
 - Impact to major processes and systems to enable consistent operations across all districts

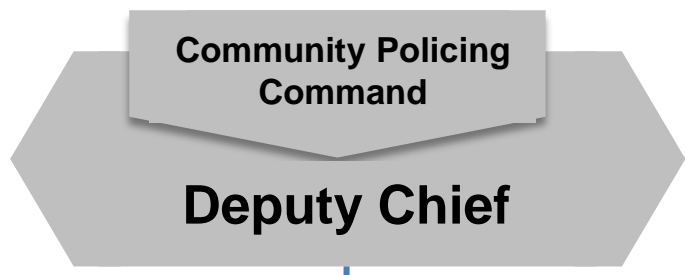
Minor Adjustments

- Fine-tuning the existing structure to improve clarity and efficiency without disrupting the broader organizational framework:
 - Realignment of certain roles under the Specialized Policing Directorate [i.e., Duty Inspectors] to protect the needed city-wide operational oversight]
 - Movement of CSWB as a distinct line of business under the Deputy Chief given CSWB's broad reach and organizational impact
 - Impact to major and minor processes to enable consistent operations city-wide and with districts

Community Policing Command

Organizational Structure—Districts

Major Adjustments



District Neighbourhood Operations

District Patrol Operations

West District Superintendent					1
District Admin Coordinator		HR Business Partner		Finance Business Partner	
	Civ	1	HR FTE	Fin FTE	

Inspector: West Neighbourhood					1
Community Intake Specialist		1	CSWB	S/Sgt Neighbourhood	1
District Crime Analyst		1	CIAU	Sgt NRT	1
District Research Analyst		1	CIAU	Csts	6
				Sgt NRT	1
				Csts	6
				Sgt CPO	1
				Csts	6
				Youth Csts	7 CSWB
				Sgt Traffic	1
				Csts	7

West Investigations	
S/Sgt West Investigations	x
GAS Investigators	x
B&E Investigators	x
[Under Review]	

Central District Superintendent					1
District Admin Coordinator		HR Business Partner		Finance Business Partner	
Civ 1		HR FTE		Fin FTE	

Inspector: Central Neighbourhood						1		
Community Intake Specialist		1	CSWB	S/Sgt Neighbourhood	1	S/Sgt Market	1	
District Crime Analyst		1	CIAU	Sgt NRT	1	Sgt NRT-Market	1	
District Research Analyst		1	CIAU	Csts	6	Csts	6	
				Sgt CPO	1	Sgt NRT-Market	1	
				Csts	7	Csts	6	
				Youth Csts	7	CSWB	Sgt NRT-Centretown	1
				Sgt Traffic	1	Csts	6	
				Csts	7	Sgt NRT-Vanier	1	
						Csts	6	

Central Investigations		
S/Sgt Central Investigations	x	
GAS Investigators	x	
B&E Investigators	x	
[Under Review]		

South District Superintendent					1
District Admin Coordinator		HR Business Partner		Finance Business Partner	
Civ	1		HR FTE		Fin FTE

Inspector: South Neighbourhood					1
Community Intake Specialist	1	CSWB	S/Sgt South Neighbourhood	1	
District Crime Analyst	1	CIAU	Sgt NRT	1	
District Research Analyst	1	CIAU	Csts	6	
			Sgt NRT	1	
			Csts	6	
			Sgt CPO	1	
			Csts	6	
			Youth Csts	6	CSWB
			Sgt Traffic	1	
			Csts	7	

South Investigations		
S/Sgt South Investigations	x	
GAS Investigators	x	
B&E Investigators	x	
[Under Review]		

East District Superintendent					1
District Admin Coordinator		HR Business Partner		Finance Business Partner	
Civ 1		HR FTE		Fin FTE	

Inspector: East Neighbourhood				1
Community Intake Specialist	1	CSWB	S/Sgt East Neighbourhood	1
District Crime Analyst	1	CIAU	Sgt NRT	1
District Research Analyst	1	CIAU	Csts	6
			Sgt NRT	1
			Csts	6
			Sgt CPO	1
			Csts	6
			Youth Csts	7 CSWB
			Sgt Traffic	1
			Csts	7

East Investigations		
S/Sgt East Investigations	x	
GAS Investigators	x	
B&E Investigators	x	
[Under Review]		

ABD Duty Inspectors: 3				SPD	
CEF Duty Inspectors: 3				FTEs	

Community FLD Inspector West [1:6]				1	
A		B		D	
S/Sgt	1	S/Sgt	1	S/Sgt	1
Sgt	1	Sgt	1	Sgt	1
Csts	6	Csts	6	Csts	6
Sgt	1	Sgt	1	Sgt	1
Csts	6	Csts	6	Csts	6
Sgt	1	Sgt	1	Sgt	1
Csts	5	Csts	5	Csts	5
Special Cst	1	Special Cst	1	Special Cst	1
HR		HR		HR	
C		E		F	
S/Sgt	1	S/Sgt	1	S/Sgt	1
Sgt	1	Sgt	1	Sgt	1
Csts	6	Csts	6	Csts	6
Sgt	1	Sgt	1	Sgt	1
Csts	6	Csts	6	Csts	6
Sgt	1	Sgt	1	Sgt	1
Csts	5	Csts	5	Csts	5
Special Cst	1	Special Cst	1	Special Cst	1
HR		HR		HR	

A	
S/Sgt	1
Sgt	1
Csts	6
Sgt	1
Csts	6
Sgt	1
Csts	7
Sgt	1
Csts	7
Special Cst	1

HR

B	
S/Sgt	1
Sgt	1
Csts	6
Sgt	1
Csts	6
Sgt	1
Csts	7
Sgt	1
Csts	7
Special Cst	1

HR

D	
S/Sgt	1
Sgt	1
Csts	6
Sgt	1
Csts	6
Sgt	1
Csts	7
Sgt	1
Csts	7
Special Cst	1

HR

C	
S/Sgt	1
Sgt	1
Csts	6
Sgt	1
Csts	6
Sgt	1
Csts	7
Sgt	1
Csts	7
Special Cst	1

HR

E	
S/Sgt	1
Sgt	1
Csts	6
Sgt	1
Csts	6
Sgt	1
Csts	7
Sgt	1
Csts	7
Special Cst	1

HR

F	
S/Sgt	1
Sgt	1
Csts	6
Sgt	1
Csts	6
Sgt	1
Csts	7
Sgt	1
Csts	7
Special Cst	1

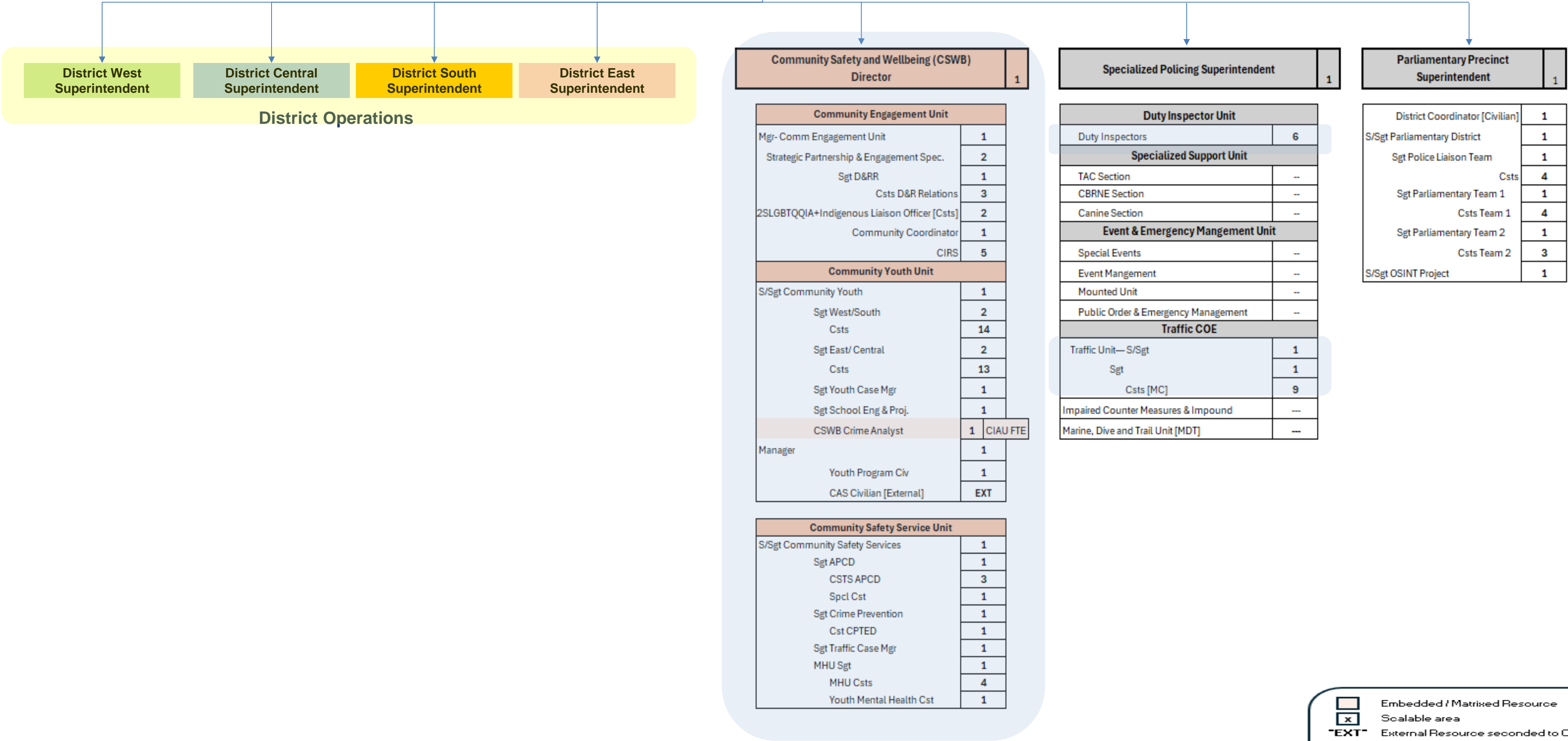
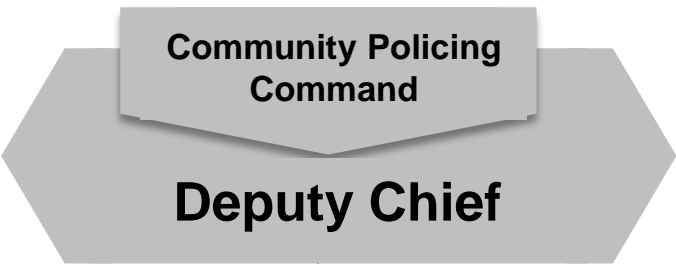
HR

Community FLD Inspector South [1:9]										1
A			B			D				
S/Sgt	1		S/Sgt	1		S/Sgt	1			
Sgt	1		Sgt	1		Sgt	1			
Csts	5		Csts	5		Csts	5			
Sgt	1		Sgt	1		Sgt	1			
Csts	5		Csts	5		Csts	5			
Sgt	x		Sgt	x		Sgt	x			
Csts	x		Csts	x		Csts	x			
Special Cst	1		Special Cst	1		Special Cst	1		HR	
C			E			F				
S/Sgt	1		S/Sgt	1		S/Sgt	1			
Sgt	1		Sgt	1		Sgt	1			
Csts	5		Csts	5		Csts	5			
Sgt	1		Sgt	1		Sgt	1			
Csts	5		Csts	5		Csts	5			
Sgt	x		Sgt	x		Sgt	x			
Csts	x		Csts	x		Csts	x			
Special Cst	1		Special Cst	1		Special Cst	1		HR	
Fixed Shifts										
ABD					CEF					
S/Sgt ABD		1			S/Sgt CEF		1			
Sgt Fixed Days		1			Sgt Fixed Days		1			
Csts		9			Csts		9			
Sgt Fixed Aft		1			Sgt Fixed Aft		1			
Csts		7			Csts		7			
Sgt Fixed Aft		1			Sgt Fixed Aft		1			
Csts		7			Csts		7			
Sgt Fixed Aft		1			Sgt Fixed Aft		1			
Csts		7			Csts		7			
Airport Operations										
S/Sgt					S/Sgt					
Sgt					Sgt					
Csts					Csts					

Community Policing Command

Organizational Structure

Minor Adjustments



Embedded / Matrixed Resource

x

Scalable area

TEXT

External Resource seconded to OPS

HR

Human Resources

Fin

Finances- Corporate Services Resour

CIAU

Criminal Intelligence & Analysis Unit

HR

Human Resources

CSWB

Community Safety & Well Being Unit

Phased Approach & Associated Costs

	Phase I	Phase II
Timeline:	2026 - 2027	2028
Phase:	Full District Management Framework & New South Platoon (2026–2027)	CPO Expansion and Stabilization of CSWB (2028)
Focused areas:	<ul style="list-style-type: none"> Launch of new district-based organizational model (Q1 2027) Appointment of Superintendents for West, Central, South, and East districts Strengthening localized leadership and geographic accountability Building supervisory capacity to support frontline operations Deployment of Community Police Officers (CPOs) in high-demand areas Enhancements to 911 Communications Centre (new communicators) Establishment of South Platoon rank structure (60 constables) 	<ul style="list-style-type: none"> Expansion of CPO program (9 new CPOs, total of 25) City-wide CPO coverage and enhanced community engagement Permanent stabilization of 10 key CSWB roles: <ul style="list-style-type: none"> Indigenous and LGBTQQIA Liaison Officers Diversity & Resource Relations School Engagement Youth Mental Health Adult Pre-Charge Program Strengthening culturally responsive and inclusive services
Resource requirements:	44 FTEs	19 FTEs
Estimated Cost:	\$8.24 million	\$3.2 million

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