



Project Complement

April 2026 Update

Human Resources
Committee

Project Owner: Deputy Chief Steve Bell

Project Lead: Inspector Pascal Labine



POLICE

Strategic Direction Built on Evidence

➤ **Guided by Research:**

- *A growing body of national and international research clearly demonstrates that addressing contemporary crime and community safety demands requires modernizing policing workforces—de-tasking functions traditionally performed solely by sworn officers and adopting a blended model that integrates operational experience, academic insight, and specialized civilian expertise.*

➤ **CSPA, OCSWB Plan, Drive2, OPSB, Budget analysis etc.**

➤ **10 to 20 Year Service Review:**

- Long-term analysis of crime trends and clearance (solvency) rates to assess overall service delivery performance.
- Member wellness and member satisfaction survey results.

➤ **Confidential Member Survey**

- **A Gemba Walk** was completed at the beginning of the project to capture membership perspectives. *"When asked what one thing would reduce stress and increase productivity, **100% of participants responded: time.**"*

Responsibilities

Previous Responsibilities

Court Security



Document Server



Cellblock Custody



Legislative Update (April 2024)

Community Safety and Policing Act (CSPA)



New Responsibilities

Under the Direction of a Police Officer



Assist Investigations



Secure, Seize and Store Evidence



Collect DNA Evidence Part of an Investigation

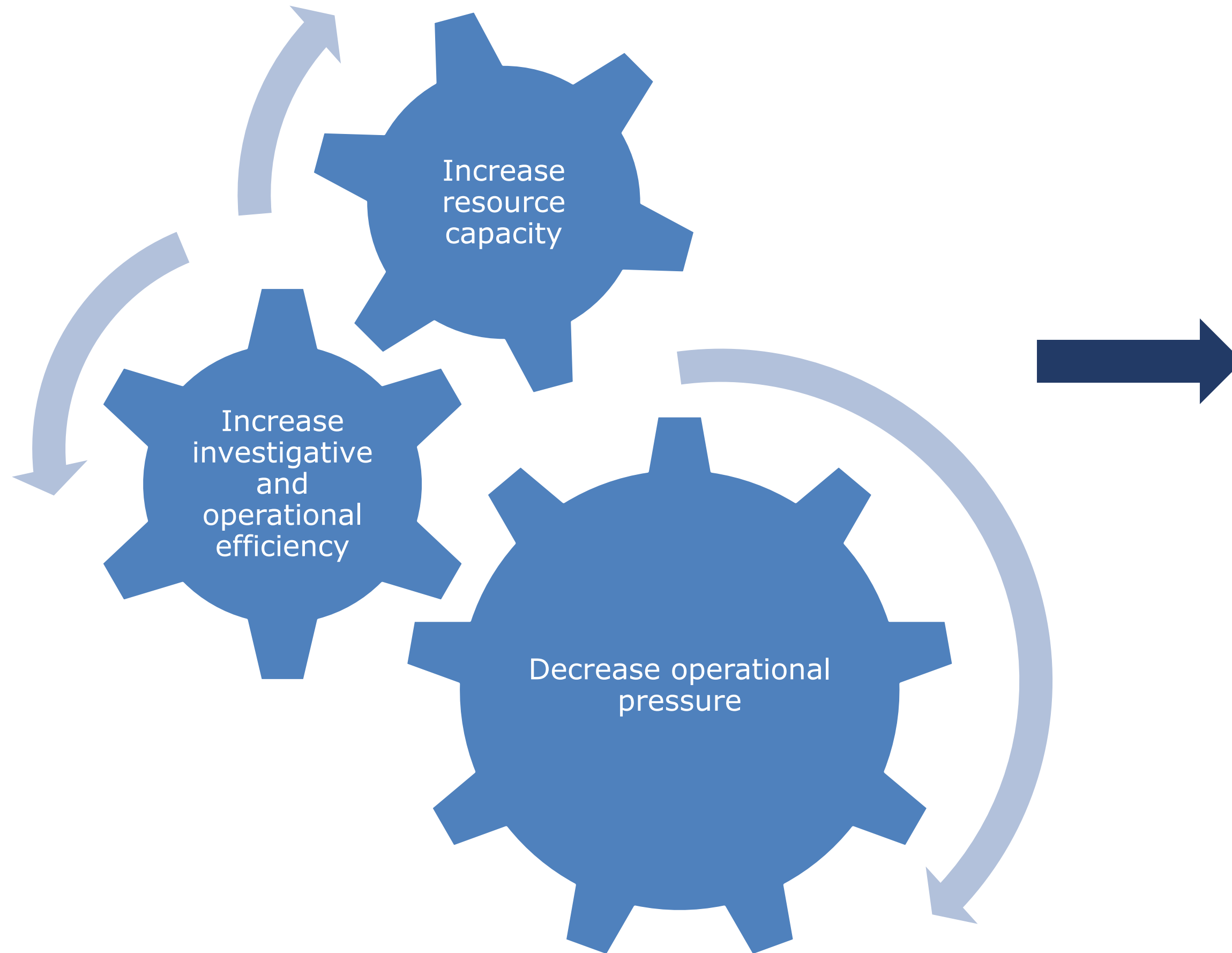


Electronic Searches



Forensic Analysis

Project Objectives



Service Delivery

- Increase crime clearance rates
- Enhance investigative efficiency

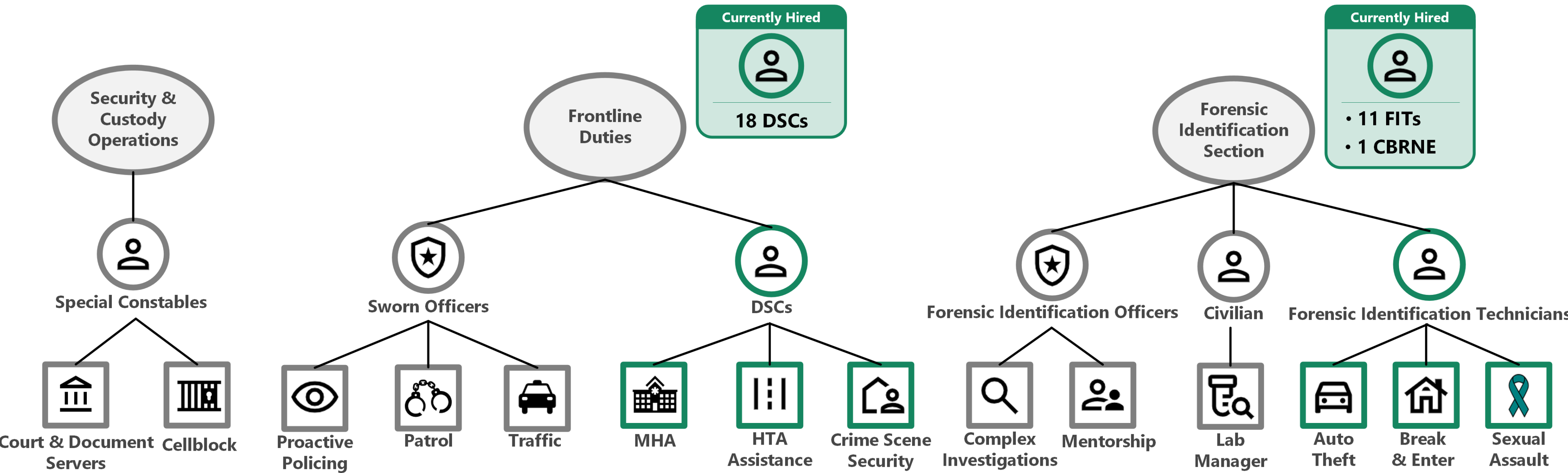
Member Development

- Career development
- Training/courses

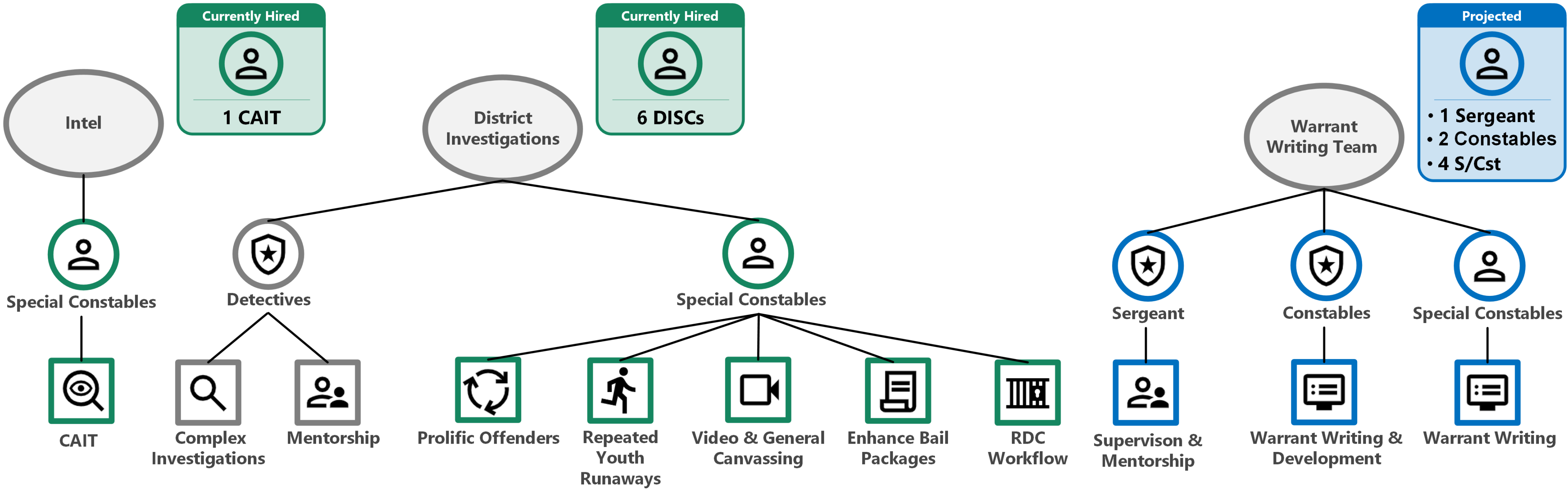
Member Wellness

- Reduce burnout
- Improve work/life balance

Project Complement Implementation: Phase 1

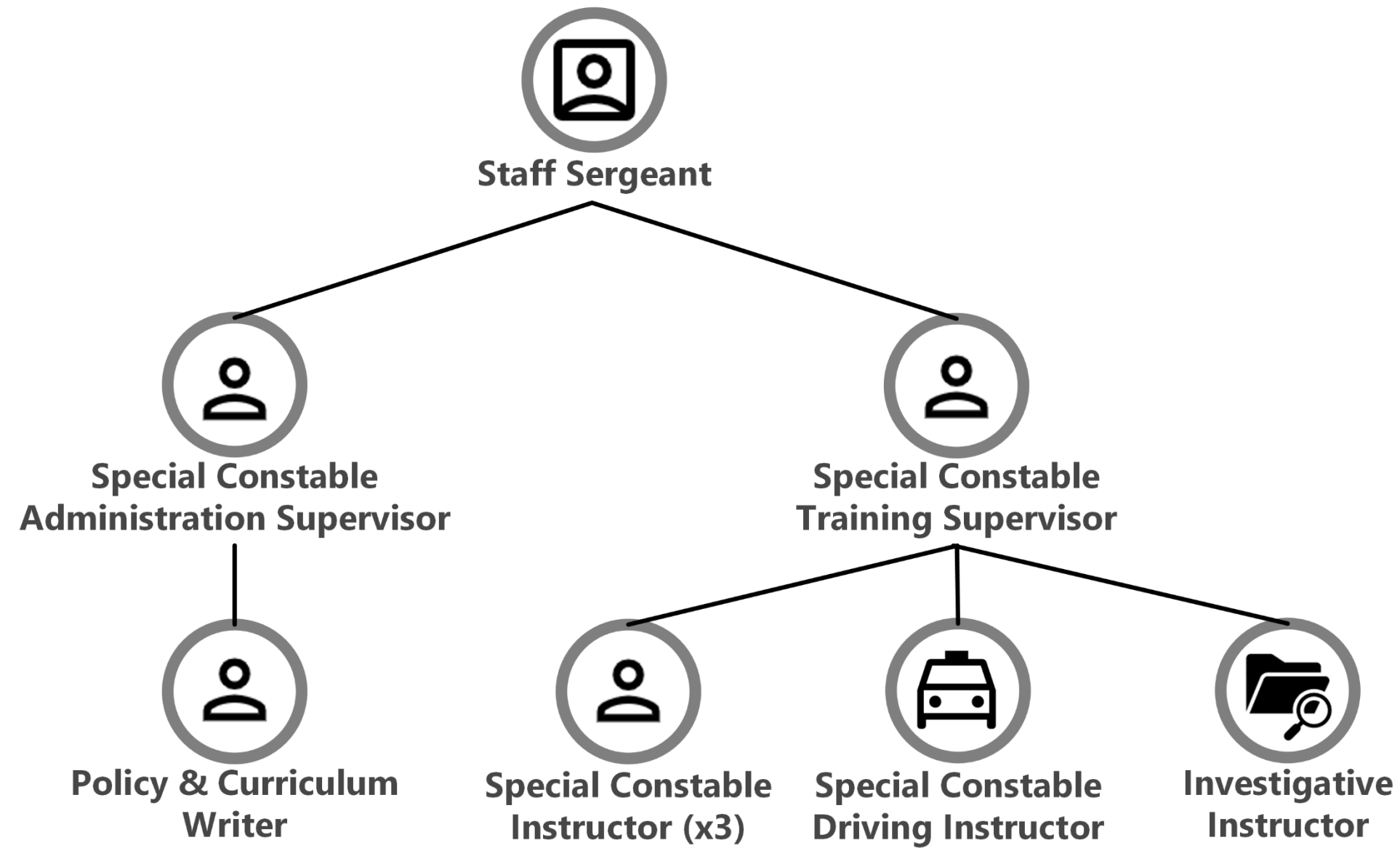


Project Complement Implementation: Phase 2



Training

Training Team Structure



Main Courses

-  **Basic Special Constable Qualification Course**
7 Weeks
-  **Generalist Special Constable Qualification Course**
4 Weeks
-  **Scenes of Crime Officer Course**
2 Weeks
-  **Investigative Special Constable Course**
2 Weeks

Results: District Special Constables

Since March 2024:



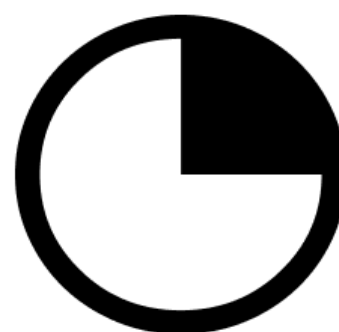
Attended **2,800 calls**



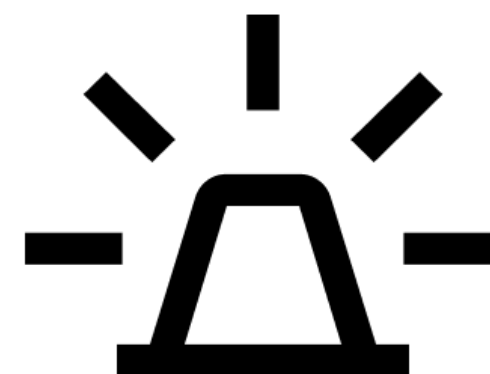
Released **7,250 hours** back to frontline officers



45.3% calls are to assist with custody under **Mental Health Act**



36.2% officers replaced respond to another call within **20 minutes**



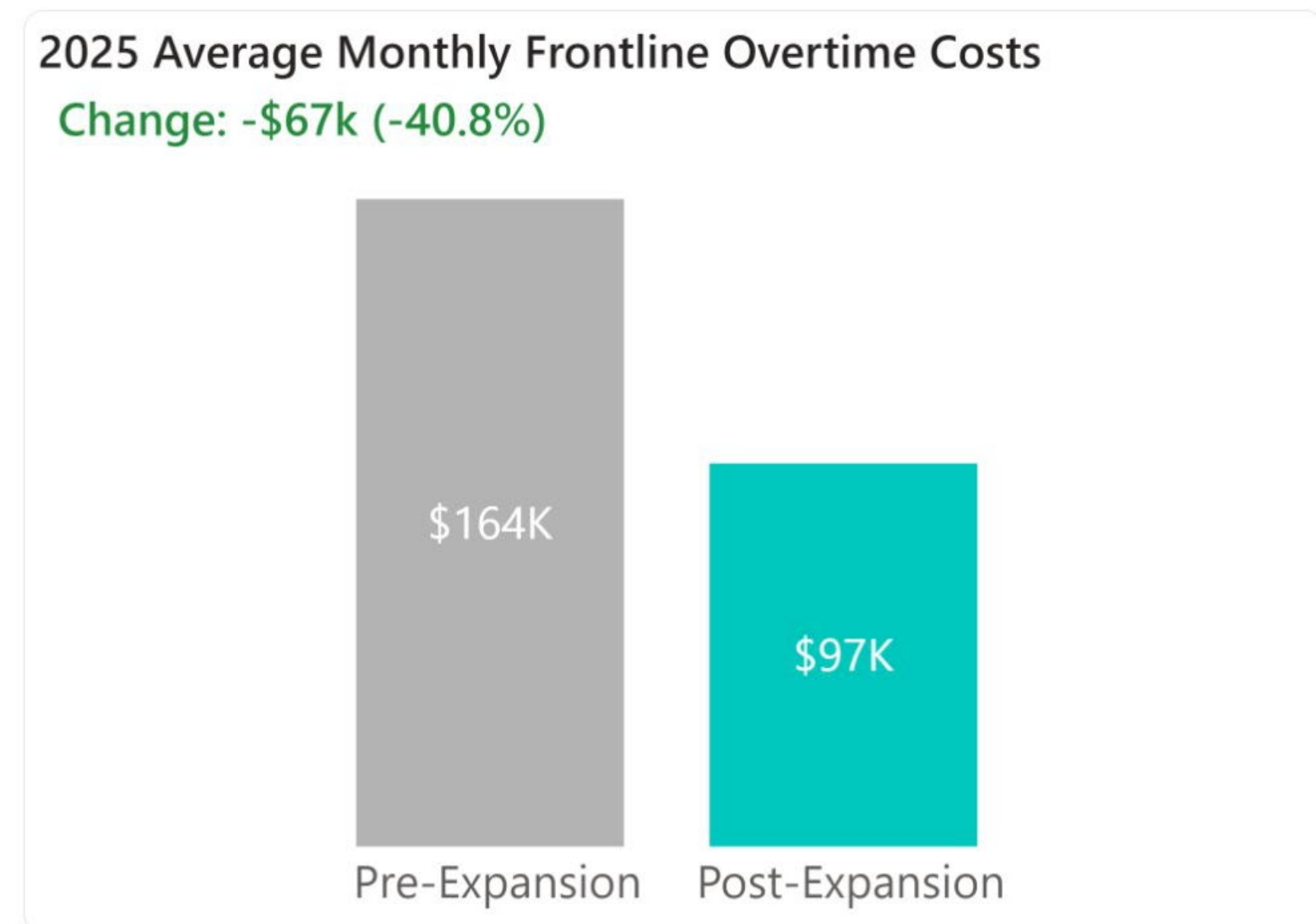
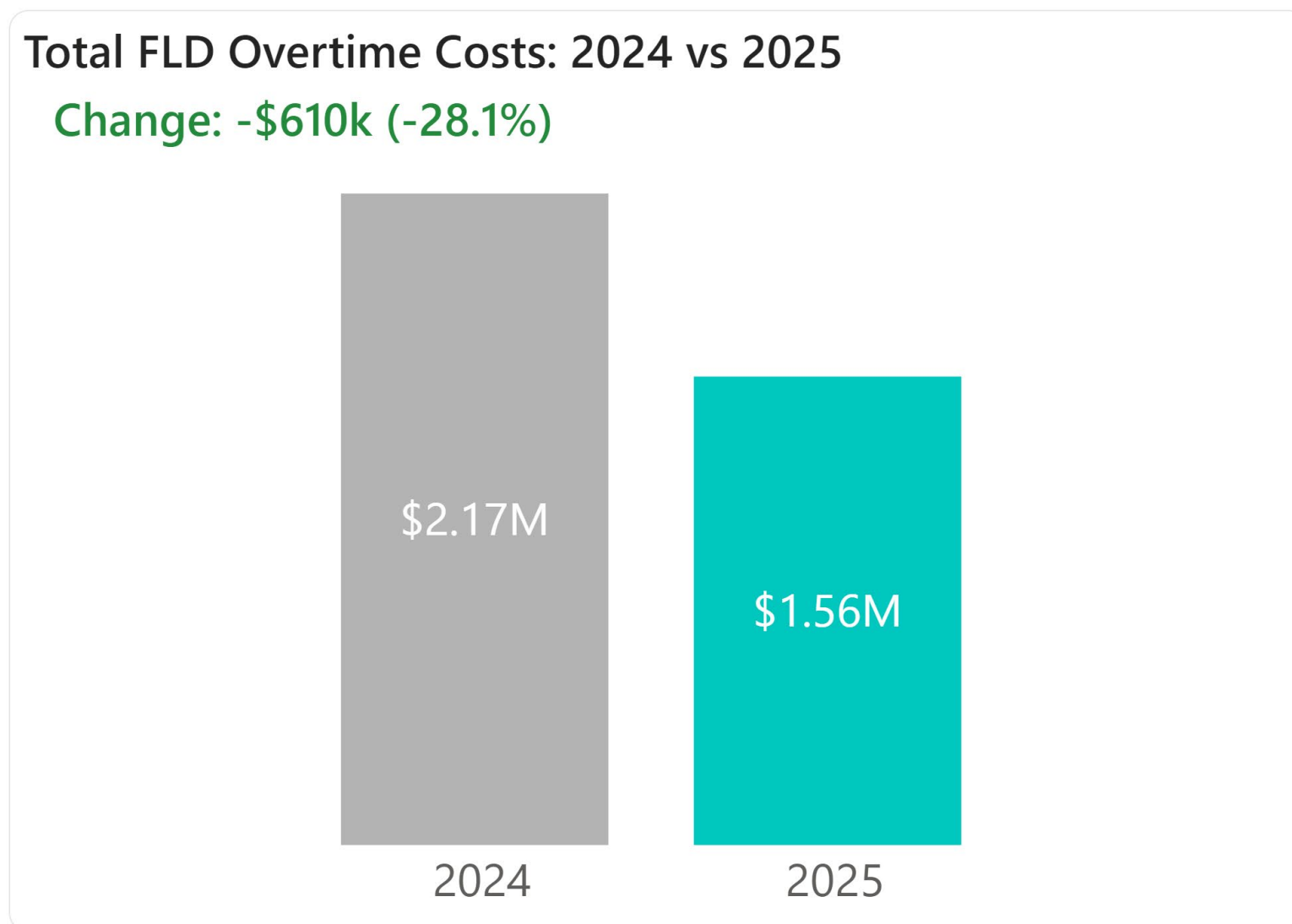
Replaced officers respond to an average of **2.5 calls** during the relief period



Projected to release **10,000 hours** over the next **12 months**

FLD Overtime Return on Investment

- **Total FLD overtime costs are \$610k lower** in 2025 compared to 2024 in platoons where **Special Constables are deployed**.
 - Explanatory factors could include the spending freeze in 2025, better FLD staffing numbers, and DSC support.
 - Since the DSC expansion in June 2025, the average **monthly FLD overtime** is **\$67k lower** than the average monthly overtime of the first six-months of the year.



Results: Forensic Identification Technicians

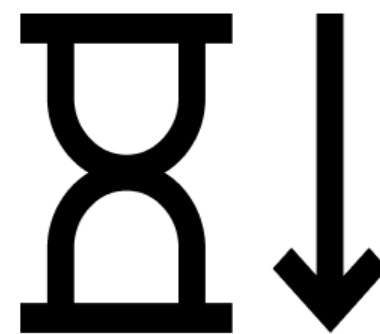
Between June 2025 and December 2025:



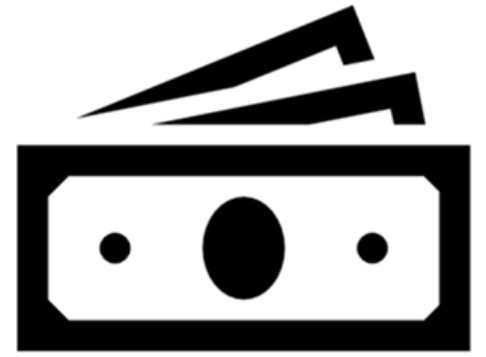
Completed **341 reports**



Decreased sworn forensic officer workload by **17.0%**



Decreased monthly overtime hours assigned due to **staffing issues** by **47.0%**



Decreased median monthly overtime expenses by **\$26.8k**



32.2% average **improvement** in sworn forensic officer **development** indicators



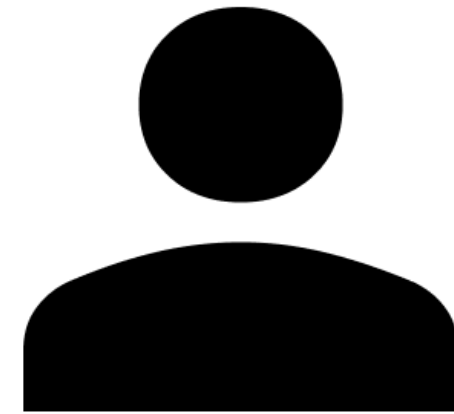
10.5% average **improvement** in sworn forensic officer **wellness** indicators

Results: District Investigative Special Constables

Since January 2026:



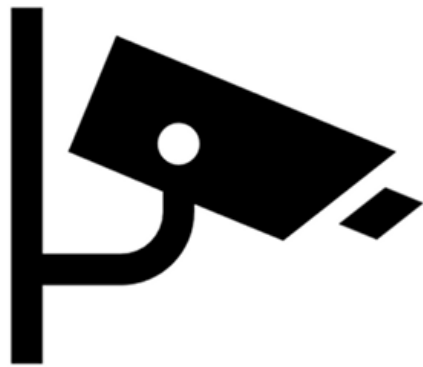
Supported **162 occurrences**



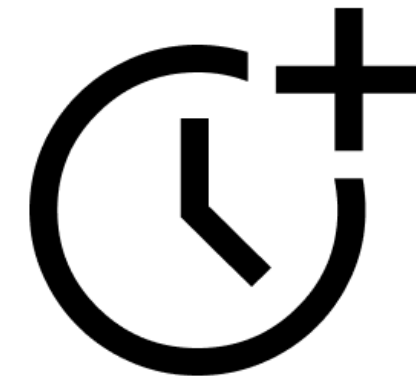
65.0% of support is provided to
Crimes Against Persons offences



Completed **224**
investigative tasks



Reviewed over **100 hours**
of video evidence



Released **460 hours**
back to investigators

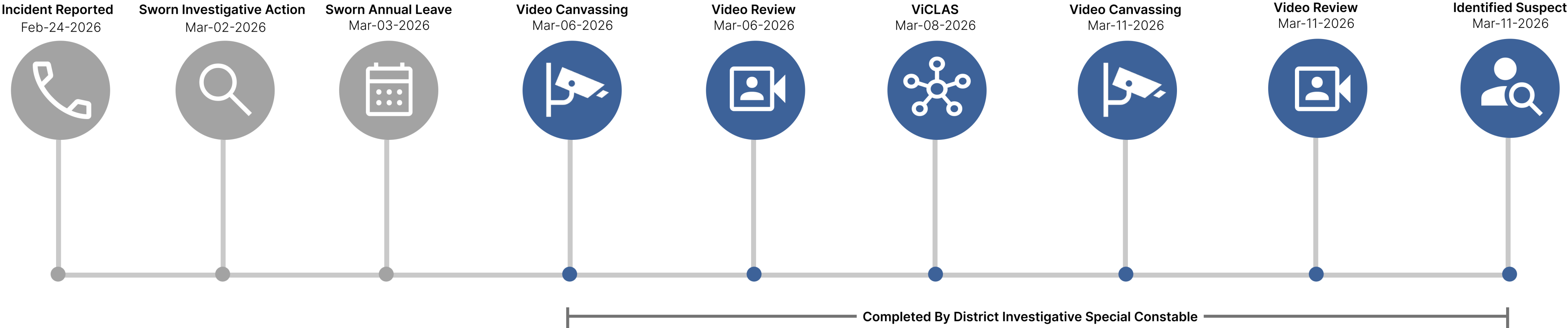


Projected to release **4,100 hours**
over the next **12 months**

District Investigative Special Constables: Success Story

Sexual Assault Complaint Received by District Investigations:

- Sworn Investigator conducts preliminary investigative actions then goes on annual leave.
 - DISC assigned to the file conducts video canvassing and reviews video evidence from the location of the incident and identifies suspect.
- DISC support maintained investigative continuity and allowed for necessary follow-up actions to be performed.
- DISC support advanced the investigation and led to a quicker resolution.



Warrant Writing Team Development



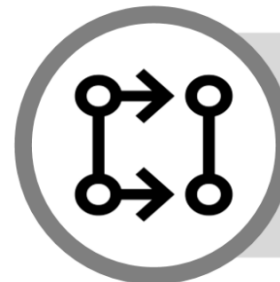
Authorities Legal Review

Legal review of applicable CSPA Special Constable authorities to guide program, policy, and procedures



Research Evaluation

Identifying current status for key performance indicator baselines



Process Analysis

Evaluate current warrant writing process to identify areas for improved efficiency



Job Description

Develop to support role clarity and outline responsibilities



Specialized Training Development

Establish training plan to ensure operational effectiveness



Policy and Procedures

Develop to guide standardized operations



Hiring Process

Coordinate hiring process with internal partners (HR, Finance, Corporate Communications, etc)



Onboarding and Logistics

Develop plan with internal partners for space allocations, clothing, work equipment, etc



Change Management

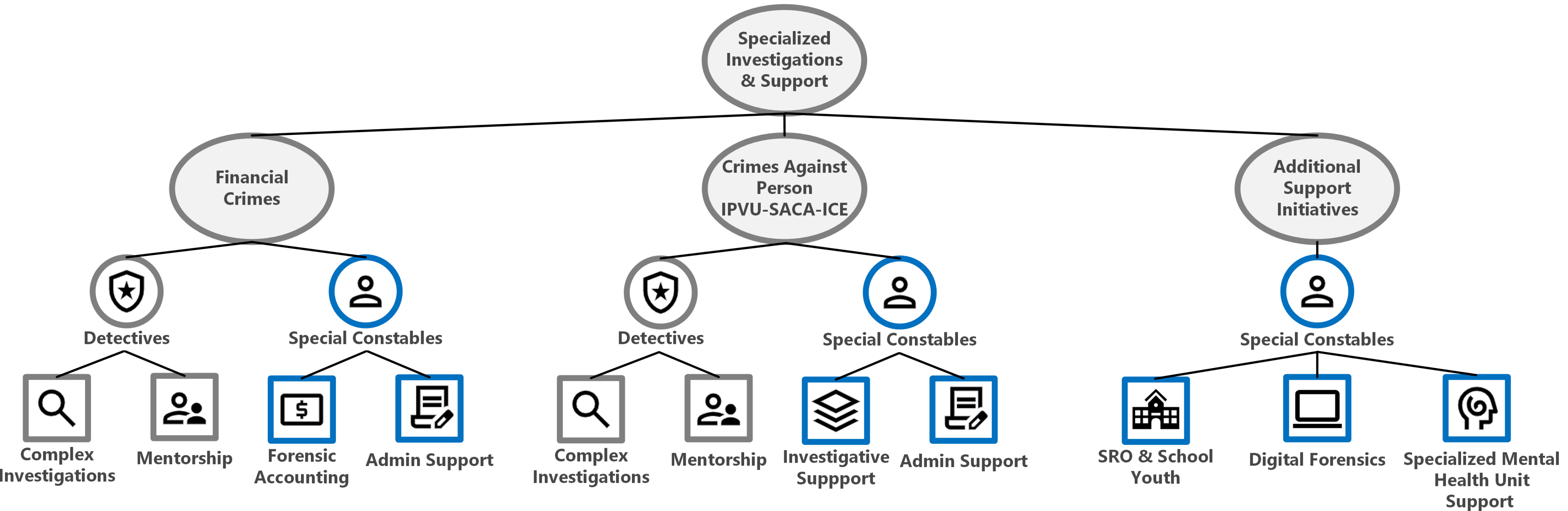
Develop plan for seamless integration within the organization



Integration and Performance Monitoring

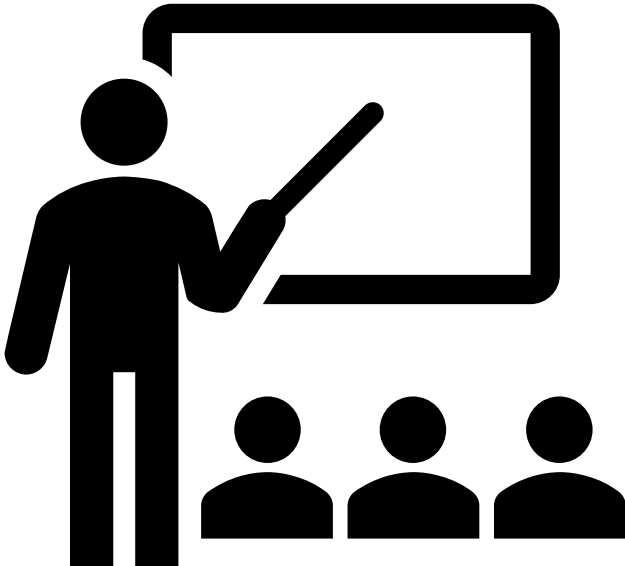
Training, integration, and performance monitoring plan to ensure operational effectiveness

Future Opportunities



**Pending research and financial evaluations*

Future Direction



Expand Basic and Specialized Course Opportunities to **Outside Agencies** on a **Cost-Recovery Basis**



Conduct Yearly **Use of Force Requalifications** for OPS, Carleton University and OC Transpo Special Constables



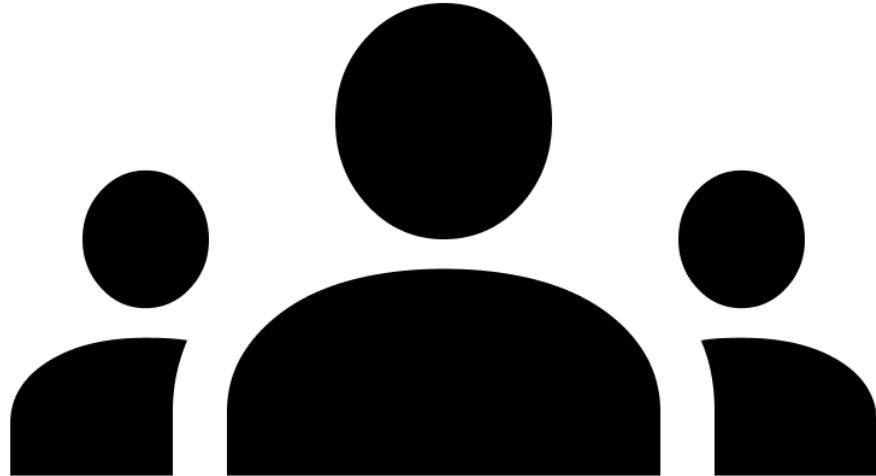
Develop **Business Case** for Provincial Partnership and Funding

Financial Implications

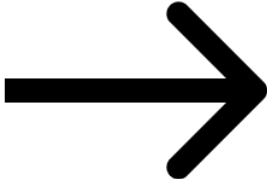
- The three-year project is being funded by a \$4 million grant from the Ontario Ministry of the Solicitor General and is set to expire at the end of 2027.
- All provincial funding has been accounted for.
- Continued financial support will be **required** to sustain the project's growth positions and preserve operational momentum beyond 2027.

Conclusion

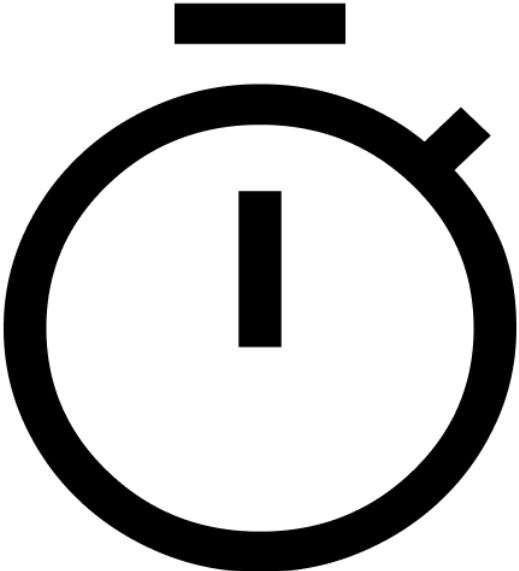
Strategic Implementation



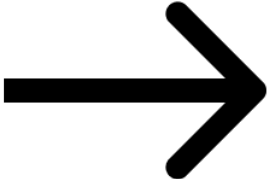
Guided by research and operational demands, **36 Special Constables** have been strategically implemented in various sections across the OPS






Releasing Time



Released a combined total of **8,300 hours** back to sworn officers since the start of the project



Improving Metrics

Wellness 	Development 
Overtime 	Service Delivery 