

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

24 July 2017 / 24 juillet 2017

Submitted by / Soumis par:

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SUBJECT: SEMI-ANNUAL STATUS REPORT ON 2016-2018 BUSINESS PLAN

**OBJET: RAPPORT D'ETAPE SEMESTRIEL SUR LE PLAN D'AFFAIRES DE
2016-2018**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

The Ottawa Police Service (OPS) 2016-2018 Business Plan was prepared in accordance with the Provincial Adequacy Standards Regulation under the *Police Services Act*. It helps us focus our efforts on priorities, successfully achieve our mandate, and fulfill our legislative responsibilities. This plan provides a roadmap to guide our work, decision-making and allocation of resources from 2016-2018. It was developed to align with, and respond to, the needs of our 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.

In accordance with direction approved by the Board on 24 April 2006, and the Board's Policy Number BC-2 "Monitoring Requirements", Chief's requirements section 2(i), the Board is provided with information in accordance with the Calendar of Monitoring Requirements, including a semi-annual status report on the Business Plan.

Adequacy Standard AI-001, as well as the Ottawa Police Services Board Policy AI-001 "Framework for Business Planning" reflects these requirements and provides additional detail regarding the provision of results achieved during the previous fiscal year relating to specific topics.

DISCUSSION

The Police Services Board approved the 2016-2018 Business Plan on 25 January 2016. The Plan introduced updated Vision and Mission statements and outlines the Services strategic priorities and how we intend to work toward achieving these priorities.

2016-2018 Business Plan: Innovation and investment in community safety

Vision: A trusted partner in community safety

Mission: To protect the safety and security of our communities

Values: Honour Courage Service

This report provides a summary of accomplishments during the past six months in support of goals and objectives in the Plan.

The three strategic priorities of Community, Members, and Service, are the building blocks upon which the organization will stand during the planning period. They are complementary and mutually supporting areas in which we will invest for a stronger, safer community. The Chief's operational priorities are interwoven into each of these three strategic priorities.

Key Accomplishments

Below is a summary of key accomplishments and activities during the first half of 2017, within each of our three strategic priorities:

Community – Working with our communities on our shared responsibility for safety

Ottawa is made up of many diverse communities and 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 community safety is a shared responsibility.

The OPS has established three strategic goals within the Community priority: (C1) an engaged, mobilized and supported community that is part of the solution; (C2) a police service that inspires trust and confidence; and (C3) reduction and prevention of crime, disorder and victimization through a risk-based approach. Below is a summary of key accomplishments and activities between January and June 2017 that are helping us achieve these community-related goals.

- The Outreach Liaison Team (OLT) identified over 30 issues during their consultation process, along the following themes: leadership, accountability, transparency; community fear and mistrust of police; acknowledgement of racial profiling concerns; human resources (diversity in recruitment); community engagement and relationship building; training and cultural awareness; race based data collection; service delivery and deployment. During the last six months, the OLT also provided feedback to community stakeholders on what has been accomplished in the last year; and began integrating their work into the Multi-Year Action Plan (MYAP).
- The OLT is in the process of completing its four part community engagement initiative that includes: a two hour session for community participants at the OPS Professional Development Centre (PDC), to demonstrate selected current training provided to officers (including use of force, fair and impartial policing, and de-escalation); a police ride-along with front line officers to provide participants with a first-hand experience of police work; a reciprocal community tour with stakeholders for officers to have the opportunity to experience community perspective; and a wrap-up session again at PDC, during which community participants and officers discuss their experiences. The final session will be completed on July 29.
- Held a number of meetings with the Service Initiative Community Advisory Group (CAG) to solicit input into the development of the Integrated Community Policing Model including site selection criteria for the first two priority neighbourhoods and the criteria within the diversion program.
- With input from OLT and other consultation efforts, the OPS has developed a draft framework for the Multi-Year Action Plan (MYAP) for Bias-Neutral Policing which includes a commitment to conduct a diversity audit and strike a community advisory group. Stakeholder and community consultation meetings have begun and will continue into the summer.

- COMPAC hosted a well attended SIU information session for the public on February 22 focusing on SIU's role and authorities and the general investigation process.
- Police Week, with a theme of "Working Together for Safer Communities" took place May 14-20; activities including three big events were attended by approximately 1,500 people city-wide.
- Recognized contributions of residents at the Community Police Awards ceremony on May 8.
- Trained platoon members on bikes to allow for greater job enrichment and to provide bike patrol across the City, particularly in the urban core.
- Increased visible presence in downtown core by deploying school resource officers (SROs) on beats and foot patrol.
- Continued to participate in events and working groups to promote equity, diversity and inclusion, such as the City's annual Aboriginal Working Committee Leadership Table meeting to ensure Indigenous inclusion; co-hosting of the 3rd annual IFTAR celebration; and Refugee 613 discussions.

Members – Engaging and investing in all our people

We have high-calibre, professional and respected members who are proud to work for the organization, and we depend on them to be the face of the organization and to respond professionally and effectively at all times. Our members represent our most valued resource and as such they must be engaged, developed and supported throughout their careers.

The OPS has established four strategic goals within the Member priority: (M1) an appropriately resourced, well-rounded, highly capable membership that has opportunities for growth; (M2) an organizational culture that understands and supports member health and wellness; (M3) an engaged membership that feels their issues are being heard and addressed; and (M4) a diverse membership that better reflects the demographics of the community we serve. Below is a summary of key accomplishments and activities between January and June 2017 that have helped us achieve these member related goals.

- Currently updating the member transfer policy and documenting supporting procedures and processes.

- Introduced short-term developmental opportunities for frontline members in spring 2017 with a plan to implement a formal developmental rotation for frontline members in the fall of 2017.
- 63 new recruits and direct hires joined the OPS in June following hiring processes which began in late 2016 and early 2017. Of the 63 recruits, 16 are women and 47 men; many come from diverse backgrounds, speak many languages, and have other law enforcement or public safety experience.
- Continued to provide new recruits with diversity training as part of their OPC education as well as on-the-job training at OPS. An example is the Assunnah Muslim Association welcoming a class of OPS recruits at a mosque in the month of March, to participate in prayers and have lunch with members of the Muslim communities.
- Purchased and distributed Naloxone for our frontline members who have taken the required training.
- Working with Mental Health Innovations (MHI) to develop a Peer Support program which will aid in the adoption of the National Standard for Psychological Health and Safety in the Workplace, including a number of the Standard's psycho-social elements. Selected Peer Coordinator Sergeant and Resiliency Sergeant.
- Introduced mandatory Road to Mental Readiness (R2MR) training for all members. At the end of June 2017 we have delivered R2MR sessions to 915 non-supervisory members (4 hr session), and 195 supervisors (8 hr session). We are on track to complete the facilitated sessions to all members by the end of 2017 and also plan to offer R2MR to retirees.
- Developed a Post-Traumatic Stress Disorder (PTSD) Prevention Plan and submitted it to the Ministry of Labour by the legislated deadline of April 23.
- Finalized the Wellness Strategy and socialized both the Strategy and the PTSD Prevention Plan at leadership meetings and town halls. Building awareness about internal and external resources available to OPS members through internal messaging and the building of content in our Wellness portal.
- Worked with Community Development members for a call out to community faith leaders to aid in building our Chaplaincy Program

- Approved a new governance framework, and currently developing supporting tools and processes for phased implementation beginning in the fall, which will lead to improved communication, accountability and transparency.
- Currently testing software that would allow us to report on the race and gender of candidates at various stages of the application process.
- Completed a pilot program with 24 diverse candidates to determine if there are systemic barriers in either the OPS candidate application process or any external component of the process. Currently completing an after-action report and making recommendations for improvement. Three candidates from the pilot program have been offered employment at OPS and five more are being considered.
- Discontinued the practice of providing debriefs to unsuccessful candidates as it was deemed better to provide candidates with additional information on the screening criteria and tips for success at information sessions held at the beginning of the process.
- Provided two recruiters with cross-cultural competency training for employers; one will become an internal trainer. All recruiters are encouraged and required to attend one or more of the training sessions.
- Entire recruiting team and many auxiliary members participated for the first time in the Carivibe parade and provided information on OPS to community members including potential candidates. Feedback has been very positive.
- Developed and finalizing a formal process for retired members to become a Backgrounder Investigator with the goal of broadening the diversity of our backgrounder pool. The first job posting under this new process will be issued in the fall.
- Completed Phase III of the Gender Audit, including the development of a draft Equitable Work Environment policy, and draft updates to the Transfer and Promotions policies to reflect EDI principles; and began working on Phase IV.
- Engaged the Centre for Intercultural Learning at Global Affairs Canada to assist with development of a training program related to human rights, GBA+, bias, and new policies and procedures.
- Began planning for the 2017 Member Census, which will include questions in equity, diversity and inclusion.

- Approval in principle granted for the mandate and establishment of an EDI Office within the OPS.

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. 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.

The OPS has established three strategic goals within the Service priority: (S1) delivery of core policing services that reflect the needs of the community; (S2) a new and integrated approach to work life that reflects a changing workforce, supported by workplace innovation and technology; and (S3) a policing model that is sustainable and adaptable for the future. Below is a summary of key accomplishments and activities between January and June 2017 that are helping us achieve these service related goals.

- Implemented the new Frontline Deployment (FLD) model on January 23, bringing frontline resources together under one Directorate with one chain of command; as well, implemented the new Demand for Service System (DFSS) allowing for the management and tracking of activities associated with proactive and reactive demands for frontline services, and provision of situational awareness through a central database. Also conducted a training gap analysis to ensure FLD members have the requisite knowledge, skills and abilities. Conducted a 12-week review to examine and assess identified issues and amend processes as needed.
- Examined the Diversion Program and made recommendations to broaden the criteria to allow more cases into the program which would result in increased capacity within OPS as well as at Provincial Court.
- Developed a draft integrated community policing strategy and working to integrate all five strategic components (community interface strategy; OPSTAT; CSS strategy; POP; and DFSS) by the end of July including identification of interrelated processes to mobilize the integration.
- Conducting an evaluation of the integrated court file management strategy project to measure the effectiveness and efficiencies gained post-implementation in 2016, is underway.

- Continued to implement the demand management project by streamlining internal processes to minimize the requirement for frontline dispatch. Examples include expansion of the online reporting tool; implementing the COMDAT tool in the Communications Centre; introducing a new protocol for B&E calls; updating the OPS telephone system including the non-emergency phone line; and rebranding the Make the Right Call campaign during police week.
- Launched online reporting as an easy, timely and effective manner for the public to report crimes and issues that do not require the dispatch of an officer.
- Continue to actively participate in the Overdose Prevention Taskforce, a coalition of services in Ottawa who have a common goal of increasing public awareness of the risks associated with drug use (specifically opioids and counterfeit pills); and coordinating local efforts to deal with their impacts.
- Changed reporting and response protocols related to drug overdoses.
- Traffic Services conducted a "Move Over" blitz on Victoria Day long weekend.
- Participated in the first Three Year Report of the Ottawa Gang Strategy to the Crime Prevention Ottawa Board of directors and the Community and Public Safety Committee in March 2017 and the community consultations for the next three years of the Ottawa Gang Strategy in June, 2017.
- Currently developing an OPS Guns and Gangs strategy aligned to and supportive of the broader Ottawa Guns and Gangs Strategy, mobilizing and coordinating a 'whole OPS approach' response to gang and firearm violence.
- Developing and seeking provincial grant funding for a Gang Data Integrity Project with the goal of an accurate, current 'snapshot' of those involved in violent organized crime groups so as to better align our community resources and programming.
- Committed to a re-evaluation and restructuring of the Direct Action Response Team (DART) to incorporate community concerns and expectations.
- Worked with Ottawa Community Housing Security patrols to focus on high risk communities and specific addresses of home takeovers.
- Ongoing SACA commitment to Victim Advocacy groups and external partners who deal with victims of violence and their children, youth and families.

- Supported Project Soundcheck as part of Sex Assault Prevention strategy with SAN including the training of security and volunteers at Ottawa festivals regarding recognition of signs of a potential sexual assault occurring.
- Continued to provide ongoing and additional training to frontline and front desk officers regarding first response/approach to sexual assaults.
- Conducted a media campaign as part of Sexual Assault Awareness Month in May.
- The addition of sexual assaults that are historical in nature (“historical sex assaults”) being reported on-line and being coded as a sexual assault; and training of Call Centre staff to take these reports.
- Through relationship with the Ottawa Hospital Civic Campus, the OPS now has the capability to conduct video recorded interviews at the hospital, resulting in increased investigative capacity, assisting investigators to obtain the best statement possible in a timely manner and reduce subjecting victims to having to make appointments to tell their story several times.
- Hired additional investigative support for sexual assault and partner assault units which reduced some of the workload of investigators in terms of administrative and court functions.
- Implemented the policy and procedures, data management processes and storage, auditing, reporting processes and mandatory training to conduct regulated interactions beginning March 28th.
- Approved and currently implementing a new policy management framework; developed approach and have begun a review, rationalization and re-write of the OPS policy suite; and updating and writing new SOPs in alignment with new operating model.
- Successful public safety and law enforcement support to a high volume and variety of Canada’s 150th celebrations in the nation’s capital including Canada Day.
- Commenced consultant procurement process for a workplace strategist to develop the OPS workplace strategy and corporate space standards.
- Identified, through the Workplace Innovation Project (WIP), innovative real estate solutions that could produce 20% savings, and additional strategies developed in conjunction with the City have identified an additional 9.5%

savings; and translated the WIP recommendations into interim standards as a step in the transition towards developing the validated final CSSM standards.

- Awarded the IM/IT Roadmap and implementation contract to PriceWaterhouseCoopers LLP and approval of Bundle 1 which includes: IT foundation (security and privacy enhancements, IM enhancements, enhanced capabilities); HR and workforce management & scheduling (HR and pay, scheduling); collaboration (video management, OPSOC and reporting capabilities; Office 365); optimization (enterprise equipment / asset management); and police operations innovation (solution piloting).
- Implemented online background check, and currently leveraging other technology solutions to improve back-office functionality.
- Began developing a plan to migrate functions and lessons learned from the Service Initiative, to regular operations in support of a philosophy of continuous improvement.

Next Steps

A joint Board-OPS Executive workshop is being planned for the end of September to course correct for the remaining half of the 2016-2018 planning cycle.

Specifically, the key objectives of this workshop are to: set the context and identify what has changed since the introduction of the Business Plan; discuss if and how the changing landscape affects the Business Plan, including our organizational values; set priorities for the remaining half of the planning cycle; and identify the key activities required to deliver on our priorities. To prepare for this workshop, activities planned over the summer include a review of media scan; updating the environmental scan; polling our leadership team and community police officers, city councillors, and BIAs; and consolidating the information collected through various community outreach activities such as the Outreach Liaison Team, SI Community Advisory Group, and the MYAP Advisory Group, to identify priority issues.

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

Costs associated with implementing the strategic action plans are built into the OPS annual operating budget in each of the planning years.

SUPPORTING DOCUMENTATION

Not Applicable

CONCLUSION

Innovation and Investment in Community Safety is about achieving our vision of being a trusted partner in community safety, and delivering effective policing services to the citizens of Ottawa. The first half of 2017 was spent continuing to operationalize the Business Plan, with a particular focus on the front line deployment model, delivering new mandatory regulated interaction and R2MR training, and activities supporting Canada's 150th celebration. As we continue to implement the Plan, we are committed to improving the level of service we provide, while ensuring the community continues to have a high degree of confidence, trust, and satisfaction in our ability.

The outcomes of the business plan refresh that will take place in September will guide the remaining half of the planning period.