

**Report to / Rapport au:**

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

**27 July 2020 / 27 juillet 2020**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

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**SUBJECT: SEMI-ANNUAL REPORT ON 2019-2020 STRATEGIC PLAN**

**OBJET: RAPPORT SEMESTRIEL SUR LE PLAN STRATÉGIQUE DE 2019-2020**

**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**

Approved by the Ottawa Police Services Board (OPSB) in June 2019, the 2019-2020 Strategic Direction is the Board's eighth plan since 1995. It was informed by broadly gathered feedback received from residents, businesses, school boards, community partners and stakeholders, City councillors, OPS members, and Board members and outlines the Service's priorities in the areas of: Community Policing; Member Support; Modernization; and, Equity, Diversity & Inclusion. This report is the second reporting of the key activities and accomplishments under the refocused and shorter-term plan.

**DISCUSSION**

Community policing, modernization, membership wellness as well as equity, diversity and inclusion continue to remain the key priorities for 2020 and beyond. Execution of

the 2019-2020 Strategic Plan over the first six-months of 2020 has been challenging due to the operational response to and added responsibilities resulting from COVID-19 and other global and local events which have increased the need to reassess operations and impacted trust and confidence in policing and public safety services. Regardless, Ottawa Police continues to forge ahead on many fronts to address these challenges and accomplish the Board's priorities. Change is hard; however, we are starting to see the impact and results of investments in modernization, neighbourhood policing, member wellness, and EDI.

A summary of the progress made during the first six months of 2020 is presented below.

### **Advance Community Policing**

With focus and intent, the OPS made significant progress advancing community policing during Q1 and Q2, despite resource and operational challenges related to COVID-19. The Neighbourhood Resource Teams successfully transitioned the former Bikes & Beats Team (FLD) to the new Byward Market/Lowertown/Sandy Hill community team in May. Ten additional officers (two Sergeants and eight Constables) were permanently reassigned to augment the Byward Market NRT, extending coverage seven days per week between peak operational hours of 09:00am to 03:30am. The recent expansion brings the combined team deployment to 28 in four neighbourhoods at the end of Q2.

As NRTs are launched in initial and subsequent neighbourhoods, changes in perception and key performance outcomes are tracked as part of an on-going evaluation led by Professor Linda Duxbury. An internally-developed NRT Activity App on OPS-issued smartphones has proven to be a valuable tool to track and document NRT activities. In the first six months, over 4,800 activities/interactions were completed, with 12,005 cumulative officer hours invested in the various NRT neighbourhoods.

NRTs are the centerpiece of the OPS' community policing model and are composed of frontline officers, Community Police Officers (CPOs), School Resource Officers (SROs), and Traffic Service officers who work collaboratively with other City frontline agencies to deliver an holistic approach to reducing and eliminating crime.

These NRTs invest time meeting with community leaders and stakeholders to develop a unique and tailored approach to community policing and public safety in these affected areas. Incorporated into the network are social services, and City services that help to provide a broader and universalized approach to issues of criminality and street violence in the neighbourhoods, which helps to develop longterm sustainable solutions.

NRT presence in their assigned neighbourhoods during COVID aided in community reassurance and safety. Planning is underway for further investments toward integrating multi-disciplinary service and supports with municipal and social service

partners at the neighbourhood level. Although delayed due to COVID, the City's Community Safety and Well-Being Plan will provide a comprehensive umbrella to address mental health, addictions, social disorder, and other safety and resiliency issues.

### **Support Our Members/Health and Wellness**

The OPS continues to improve the support provided to its members by both building upon existing supports and making new investments.

The Respect Values Inclusion (RVI) Directorate was launched in early June that is designed to incorporate a whole-of-service approach to issues like workplace harassment, discrimination, human rights issues, as well as ethics, equity, diversity and inclusion principles. The new directorate will build on the existing work of the Respectful Workplace Program and the Equity, Diversity and Inclusion Action Plan. Its mandate is to ensure overall member inclusion and to promote better practices, policies and decision-making that is fair, respectful and equitable.

In conjunction with standing-up of the RVI Directorate, the OPS and OPSB jointly initiated a Workplace Violence and Sexual Harassment project in March, with the aim of eliminating workplace sexual violence and harassment in the OPS. This initiative is multi-faceted and will engage a broad group of stakeholders both internally and externally as it progresses in order to define the RVI Directorate and ensure the OPS delivers on the above stated mission of the project.

The first half of 2020 also saw the OPS successfully recruiting a new Director of the Health Safety and Wellness Section to ensure ongoing strategic leadership. The Peer Support initiative continues to provide daily support to OPS members, their families and sections as needed and/or requested. A closer working relationship between Peer Support and the CISM team was realized in 2020 and the team was able to improve its ability to track and implement peer support during critical incidents. The Early Intervention Program, a confidential, voluntary, proactive and non-disciplinary wellness tool that supports the mental health and wellness of OPS members continued to move forward with its next phase by exploring options to enhance the technology it uses as well as further define the new Wellness analyst role.

To support the training needs of OPS members, the Police Training Strategy initiative continues to utilize the Training Committee put in place in 2019 to ensure training is both fair and equitable. Although the Training Committee was stood down as a result of the pandemic, the team was still able to refine and implement new course forms, update and refine training plans, and review, revise and rename the previous "Coach Course" to the "Preliminary Leader Course". The new "Preliminary Leader Course" was held

twice during 2020. The team received course feedback and will be working to implement the lessons learned.

The OPS, in collaboration with the Ottawa Police Association (OPA) and the Senior Officer Association (SOA), moved ahead with the organizational component of the Fatigue Management Strategy (FMS). In mid-May, the Senior Leadership Team took part in the FMS training and the feedback was overwhelmingly positive, as the strategy aims to promote both individual and organizational health. FMS training focuses on the causes of fatigue and the impact on our health, performance, safety, and quality of life. The subsequent phase involved the mandatory participation of middle managers, from both civilian and sworn ranks, starting mid-June and concluding at the end of July.

### **Modernize Our Service**

The OPS continues to move forward modernizing and reforming its service, ensuring it is future ready. In order to create meaningful changes in our systems, realignments of certain functions and sections are underway. The goal of this reorganization is to better serve the community and provide timely responses to ongoing incidents. Most of the changes will help to reduce redundancies, increase cross-section information sharing, and remove silos. One of the first changes involved the creation of the Respect, Values, and Inclusion Directorate in June. Changes to the Office of the Chief and Community Policing Command will be implemented next, before the end of September, with Intelligence, Information, & Investigations Command changes being rolled out by year-end. Corporate Support Command changes are expected to be completed by Q1 in 2021.

With the reprioritization of the Modernization Roadmap, the OPS realigned and refocused its Business Information projects. The Technology Renewal Project incorporates both the infrastructure upgrades and enterprise wide conversion to Windows 10 and Office 365 and continues to progress as planned. The Member Information System Project, a project resulting in the implementation of a new HR system progressed but at a slower pace due to COVID-19 issues as well as a slowdown with OPS' partner, the City of Ottawa. A Procurement and Payment Automation Project also progressed throughout the first half of 2020 but encountered similar delays due to pandemic issues and the City of Ottawa slowing progress as a result of COVID-19.

The South Facility, Phase A continues to progress with the project team completing the design including the tender package, which is expected to be ready for release in Q3, 2020. The site plan approval, building permit and road modification applications were 90 percent complete by the end of Q2 and are on track to be completed before contract award. The design to bring power to the site has begun with Hydro Ottawa.

The Next Generation 911 Project is on track, having completed installation of the new phone system and rolling it out to several end users. Configuration for 911 and the Communications Centre Operations continues with a deployment expected in Q3, 2020. The second phase of Communication Centre training is planned for Q3 2020, once the new system becomes operational. Negotiations continue with Ottawa Fire around sharing the NG-911 infrastructure.

The Radio Project continues as planned with the team having deployed all portable radios with the new settings. A roll-out plan for in-car radios is currently being defined.

### **Equity, Diversity & Inclusion**

OPS continued to make meaningful progress in the areas of equity, diversity and inclusion in the first two quarters of 2020. The EDI Action Plan was developed and significant progress on the plan was made despite initial delays related to resource shifts needed to support early pandemic response efforts as well as initial delays in on-boarding new staff.

Initiation of the EDI Office began as part of standing up the new RVI Directorate in Q2, and staffing and functional alignment activities within the Directorate commenced.

Outreach and Recruitment were able to remove new applicant barriers which resulted in an increase in both the number and diversity of potential new applicants. The first wave of the Accelerated Hiring Initiative saw 48 new recruits hired and on-boarded during Q1 and Q2, despite significant challenges and uncertainty related to COVID-19. This recruit class is comprised of 12 female (25%) and 15 racialized (31%) members. In addition to English and French, recruits speak 15 additional languages. Changes at the Ontario Police College to ensure physical distancing included smaller groups, masks when cannot physically distance, and separation at meals. Training has been shorted from 12 to 10 weeks due to delays around safety planning; however, training is taking place six-days a week to ensure training and learning requirements are met within the compressed timeframe. This recruit cadre will complete its training on 02 September.

The second wave, which was scheduled for Q3, has been paused due to the economic impact that COVID has had on the OPS budget. Ongoing recruitment efforts will focus on providing diverse and quality candidates for the Q4 class as adjustments to the plan are made.

Stronger and more targeted outreach recruitment efforts have yielded significant returns with over 1,800 applications during the first six months, five times the number of applications compared to the same period in 2019. Voluntary, self identification indicated female (17%), indigenous (4%), racialized (35%), and LGBTQ (5%) candidates within the 1,800 plus applicants.

The first survey report for 2SGLBTQ+ Refresh was completed and shared with respondents, focused discussions were completed, and the report is currently being reviewed and will be shared with respondents once ready. Planning is underway for the next phase of the 2SGLBTQ+ Refresh work.

Since the start of 2020, the CEC council and committees have met, held listening circles, produced reports, provided strategic guidance and advice on several matters facing the OPS. Initial discussions with the board on how to produce an appropriate relationship have taken place, and will continue to take place.

### **CONSULTATION**

In 2020 the OPS will seek and obtain Community and Member input to inform the 2021-2023 Strategic Plan.

### **FINANCIAL IMPLICATIONS**

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

### **CONCLUSION**

As is evident in this report, significant progress was made many fronts implementing the current Strategic Plan despite the resource and operational implications of the global pandemic. Further advancements and evolution of service delivery integration will be apparent during the remainder of the current plan and beyond.

Other unprecedented challenges including societal reaction to systemic racism, misconduct, and harassment, among others affecting Ottawa Police and the public safety sector that emerged over the past six months - along with the new Chief's vision - will continue to shape how we reform, reorient, and reorganize policing services for and with our communities.

Joint planning is underway with the Policy and Governance Committee that will ensure community and member input over the next six months toward the creation of an updated Strategic Plan that reflects current and emerging priorities.