

## **Progress: 2013-2015 Business Plan July to December 2014**

The Ottawa Police Service monitors and tracks the progress of actions and activities that support the implementation of the 2013-2015 Business Plan's 14 goals and 44 objectives. A self-assessment is completed every six months and the results reported to the Police Services Board, the community and members of the Ottawa Police Service.

### **Overall Progress Q3/Q4 Year 2 Implementation – ON TRACK**

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Following the adoption of the Business Plan in March 2013, the OPS embarked on a renewed planning framework and the development of Directorate Operational Plans to define the initiatives and projects to put the strategic priorities into action. Operational Plans developed for each Directorate identified the specific activities, initiatives and outcomes at the operational level, as well as identify interdependencies and horizontal linkages across the Ottawa Police Service to ensure implementation success.

This progress report highlights the key actions and outcomes undertaken by front line officers and civilians over the last two quarters of 2014. The self-assessment identifies strong progress to date, as the needle has moved from moderate progress at the end of 2013 to on track for 2014. There has been strong progress made on a number of projects that will improve service to citizens while bringing potential cost savings and increasing capacity. These initiatives include Collision Reporting Centres fully operational at Huntmar, 10<sup>th</sup> Line and 474 Elgin, continued efforts and initiatives to support the health and wellbeing of members, and continued progress on SI. Additionally, the OPS continues its engagement of stakeholders and the community, public awareness campaigns and enforcement and suppression activities in moving forward with the Chief's three operational priorities, the Ottawa Gangs Strategy (enforcement efforts *Project Karma and Project Calamity*), Violence against Women (public awareness campaign, *I can MANifest change*) and Road and Traffic Safety (public awareness, education and enforcement campaign, *Leave the Phone Alone*) which are included in this self assessment.

Si has identified transformed opportunities to improve service into a series of projects across the organization, ranging from operational, multi-directorate, and/or organizational in scope and scale:

- Demand Management – Control System and Alternative Response Options
- Control Center (Multi Agency Early Risk Intervention Table (MERIT) Control System and Alternative Response Options
- Organizational Design
- Court Process Model – Improving Effectiveness and Efficiency

Supported by an outcome-based culture:

- Operational Performance Management Framework – Accountability, Transparency and Performance

As reported in the last progress report, in early April 2014, the SI Program launched Phase 3. During this phase, the project sponsors put together strong teams with internal subject matter experts. These teams included project and change management expertise that guided the organization through project planning, as well as execution to close out. Phase 3 consisted of taking the high level work plans (desired future state) developed in the initiation phase and expanding on the detail and activities.

In July 2014, the OPS Board approved a new scope of work for KPMG to provide advisory services to support the design and implementation phase which included developing a Target Operating Model (TOM), conducting a program assessment, developing a new governance model and making recommendations on how to move the program forward.

In November 2014, the OPS Executive Committee approved the Target Operating Model and a new governance model to support the SI Program. As a result of the TOM and the program assessment, KPMG recommended that the projects be consolidated to reflect the development and implementation of the Target Operating Model.

This SI Program now consists of five (5) projects:

- Demand Management
- Control Center (Multi-Agency Early Risk Intervention Table (Merit Pilot))
- Organizational Design
- Courts Process
- Operational Performance Framework

As we move into Phase 4 of the SI Program, resource planning and next phase requirements are underway (conceptual design and detailed design). The SI Program is evaluating resource requirements for design and business architecture activities.

Overall, key accomplishments achieved during the reporting period have been grouped within each of the four strategic priorities.

## **VALUE: *Delivering Strong Performance and Social Value***

**Goals:**

- V 1.0** Ensure that the OPS continue to evolve in and evaluate its contribution to a safe and healthy community
- V 2.0** Promote meaningful organizational changes that embrace innovation and efficiency, and focuses on employee engagement to enhance OPS performance value
- V 3.0** Collaborate with other agencies to evaluate and identify sustainable policing costs to obtain the best value products and services that maximize productivity and efficiencies

<b>VALUE - Delivering Strong Performance and Social Value</b>	
<b>Success Indicators</b>	<b>Actions &amp; accomplishments during the reporting period</b>
Develop a community engagement and volunteerism strategy and tracking mechanism	<ul style="list-style-type: none"> <li>✓ Control Center (Multi-Agency Early Risk Intervention Table (Merit Pilot). Project governance and planning activities redefined and approved by SI Program Office. Research and evaluation of collaborative risk intervention practices of multi agency service practitioners in other cities completed. Consultation with internal and external stakeholders currently underway to understand potential impacts of change to current OPS processes/service delivery. Design of future state model drafted, pilot analytics approved, and outreach to three key community partners initiated to secure co-sponsorship of Merit.</li> <li>✓ As part of the 25<sup>th</sup> Anniversary of Canadian Peacekeeping Missions, the OPS recognized all OPS members who have participated in Peacekeeping Missions around the world since 1995 by participating in the August 10<sup>th</sup> National Peacekeepers's Day ceremony at the Peacekeeping Monument.</li> </ul>
Develop a Corporate Social Responsibility Framework	<ul style="list-style-type: none"> <li>✓ Current practice research, practices and approaches to Corporate Social Responsibility have been completed. A draft OPS framework that recognizes the value and impact of OPS programs and services in the community to be developed in 2015.</li> </ul>
Build on the current Ottawa Police Service Ethics Program	<ul style="list-style-type: none"> <li>✓ Building on the success of the 2013 and 2014 OPS Ethics Sessions, planning for the 2015 OPS Ethics Session in progress.</li> </ul>
Enhance performance metrics within the current Performance Monitoring framework (quality of life indicators)	<ul style="list-style-type: none"> <li>✓ SI Operational Performance Framework (OPF) project. This project was redefined and approved to focus on implementing a framework at the aggregate level (i.e. unit, section, directorate, organization-level measures). The individual Performance Review Process is no longer within the scope of this project. Research into best-practices has been completed, and a scan of the performance management frameworks of police services across Canada has been done. A draft performance framework has been developed that is aligned with the parameters of the OPF.</li> </ul>
Publish annual Performance Monitoring Report	<ul style="list-style-type: none"> <li>✓ SI Operational Performance Framework (OPF) project. This project was redefined and approved to focus on implementing a framework at the aggregate level (i.e. unit, section, directorate, organization-level measures).</li> </ul>

<b>VALUE - Delivering Strong Performance and Social Value</b>	
<b>Success Indicators</b>	<b>Actions &amp; accomplishments during the reporting period</b>
	The individual Performance Review Process is no longer within the scope of this project. Research into best-practices has been completed, and a scan of the performance management frameworks of police services across Canada has been done. A draft performance framework has been developed that is aligned with the parameters of the OPF.
Evaluate and identify business functions to improve efficiencies through Service Initiative (SI)	<ul style="list-style-type: none"> <li>✓ Development of a project portfolio intake process that will prioritize projects as a way to ensure that new projects improve organizational efficiency and effectiveness and align to the organizational capacity available to execute the project.</li> <li>✓ Ongoing identification of efficiency initiatives through Directorate Operational Plans. Opportunities being assessed in context of the Service Initiative Roadmap</li> </ul>
Identify performance metrics	<ul style="list-style-type: none"> <li>✓ SI Operational Performance Framework (OPF) project. This project was redefined and approved to focus on implementing a framework at the aggregate level (i.e. unit, section, directorate, organization-level measures). The individual Performance Review Process is no longer within the scope of this project. Research into best-practices has been completed, and a scan of the performance management frameworks of police services across Canada has been done. A draft performance framework has been developed that is aligned with the parameters of the OPF.</li> </ul>

### **COMMUNITY: *Engaging and Investing in our Partners***

#### **Goals:**

**C 1.0** Adopt and implement the Provincial Community Mobilization and Engagement Model and Crime Prevention Framework.

- C 2.0** Develop an organizational strategy that will improve/enhance internal and external communication, while leveraging new technologies.
- C 3.0** Examine existing internal and external partnerships to identify collaborative opportunities which will enhance service delivery, add value and identify gaps.

<b>COMMUNITY - <i>Engaging and Investing in our Partners</i></b>	
<b>Success Indicators</b>	<b>Actions &amp; accomplishments during the reporting period</b>
Create a centralized database to access information on referral services	✓ Control Center Project (Multi-Agency Early Risk Intervention Table (Merit Pilot). Staged approach to stakeholder communication and engagement developed. Outreach from Chief of Police to three community partners (LHIN, City, OCSD) conducted to solicit agreement to co-champion new collaborative model. Consultation with internal and external stakeholders currently underway. Assessed privacy models to enable information sharing with partners while respecting legislated confidentiality requirements. Memorandum of Understanding between all participating member agencies will be developed in Q1-2, 2015
Leverage social media platforms to improve internal and external communication	✓ The OPS Twitter and Facebook accounts are very active with more than 40, 000 followers and are proving to be a great resource in gaining public attention for investigators and open case files.
Develop online user surveys	✓ Initiatives and actions reported in previous progress reports.
Enhance performance measures for community satisfaction and quality of life	✓ SI Operational Performance Framework (OPF) project. This project was redefined and approved to focus on implementing a framework at the aggregate level (i.e. unit, section, directorate, organization-level measures). The individual Performance Review Process is no longer within the scope of this project. Research into best-practices has been completed, and a scan of the performance management frameworks of police services across Canada has been done. A draft performance framework has been developed that is aligned with the parameters of the OPF.
Review and update documentation of existing partnership frameworks and protocols with partner groups, emergency service providers and agencies	✓ Control Center (Multi-Agency Early Risk Intervention Table (Merit Pilot). Research and evaluation of collaborative risk intervention practices of multi agency service practitioners in other cities completed. Engaged one of the principal architects of the model to advise on activities to institute multi agency collaboration in Ottawa. Consultation with internal and external stakeholders currently underway to understand potential impacts of change to current OPS processes/service delivery.
Identify gaps and partnership opportunities	✓ Ending Violence Against Women is a priority for the OPS and we continue to do a lot of great work with respect to VAW through sections such as

## COMMUNITY - *Engaging and Investing in our Partners*

Success Indicators	Actions & accomplishments during the reporting period
	<p>Partner Assault, Sexual Assault and Child Abuse, Youth, Elder Abuse, our Victim Crisis Unit and Patrol. The three areas of focus: <i>research, prevention, and response</i>. This fall, the OPS partnered with the Ottawa Coalition to End Violence Against Women (OCTEVAW) and Crime Prevention Ottawa, on a public awareness campaign – I can MANifest change. The campaign is focused on positive messaging that targets an audience typically left out of VAW discussions — men and boys. The OPS also participated in the <i>Walk a Mile in Her Shoes</i> initiative to raise awareness of the psychological, emotional, physical or sexual abuse of women and to end violence against women, and two other important education and awareness campaigns, <i>Shine the Light</i> and <i>White Ribbon</i> campaigns</p> <ul style="list-style-type: none"> <li>✓ On June 26 the OPS Partner Assault Support Team (P.A.S.T) a collaboration between the Provincial government (Ministry of Attorney General, Ministry of Community Safety and Correctional Services), the City of Ottawa, OPS as well as other community agencies (Children's Aid Society) received the Amethyst Award for their efforts to review high-risk domestic violence cases with a view of fulfilling the mandate of the Domestic Violence Court program and to enhance the safety of victims, their families and the broader community.</li> <li>✓ Engagement is a priority of the OPS, with engagement and outreach to our diverse communities through a number of programs such as the OPS Flag and Banner events and participation / recognition of Canada Day, Ramadan, Iftar celebrations, Fid-ul-Fitr, Jamaican Independence Day, Greekfest, World Pride Parade event, Capital Pride Week, Latin American Festival, Turkish Festival, Rosh Hashanah, Franco Ontarian Flag Day, Islamic History Month, National Women's History Month, Yom Kippur, Remembrance Day, Louis Riel Day, Trans Day of Remembrance, Lebanese Flag Day, Chanukah, Christmas, Kwanzaa. These celebrations help our Service build relationships and also assist in promoting cultural and religious awareness within policing.</li> <li>✓ The Boys and Girls Club of Ottawa, in partnership with the OPS have been participating in a police and at-risk youth mentorship program called <i>Run that Way</i>. During the program, youth have the opportunity to run alongside with OPS members and are also taught life-skills during activities at the McCann Clubhouse.</li> <li>✓ The review and evaluation of the OPS Flag and Banner Program has</li> </ul>

## COMMUNITY - *Engaging and Investing in our Partners*

Success Indicators	Actions & accomplishments during the reporting period
	<p>concluded. The evaluation examined all aspects of the Program and involved consultations both internally and with external partners. The findings and recommendations are being analyzed and considered as part of the OPS's continued diverse community engagement efforts</p> <ul style="list-style-type: none"> <li>✓ In June, the OPS participated in two equity / inclusion / diversity events in Ottawa as part of <i>Welcoming Ottawa Week</i>, hosted by the Ottawa Local Immigration Partnership. A book launch by retired Staff Sergeant Syd Gravel and a workshop on the research findings and insights of Yumi Kotani's Masters thesis on the history of Ottawa's progress on equity were key events during the week.</li> <li>✓ Phase XIII of the OPS Soccer Mentoring Program started in September and ended in December at Hawthorne Public School, bringing at-risk children and OPS members together to learn the fundamentals of soccer and build relationships in the community</li> <li>✓ Control Center Project (Multi-Agency Early Risk Intervention Table (Merit Pilot). Completed identification of internal and external stakeholders and initiated consultation to better understand opportunities of collaboration and impacts due to change on current processes. Staged approach to stakeholder communication and engagement developed. Outreach from Chief of Police to three community partners (LHIN, City, OCSDB) conducted to solicit agreement to co-champion new collaborative model.</li> </ul>
Conduct community consultation regarding crime prevention priorities	<ul style="list-style-type: none"> <li>✓ In September, West Neighbourhood officers and OC Transpo Transit Special constables worked in partnership to address various offences occurring on Oct Transit vehicles and connecting City of Ottawa properties. A zero tolerance joint enforcement approach was taken that resulted in 19 charges under the Liquor Licensing Act and 94 charges under City of Ottawa bylaws.</li> <li>✓ Held in November, in partnership with our community partners thirty-five events throughout the City were held during Crime Prevention Week, on the theme of Community Safety and Well Being = A Shared Responsibility. Crime prevention is a vital component to keeping our city safe.</li> <li>✓ Control Center Project (Multi-Agency Early Risk Intervention Table (Merit Pilot). Approach to stakeholder communication and engagement developed and launched with first communiqué from Chief of Police to three potential co-champions. Information sessions with community partner agencies, including future members of Situation Table planned for Q1-2, 2015.</li> </ul>



COMMUNITY - <i>Engaging and Investing in our Partners</i>	
Success Indicators	Actions & accomplishments during the reporting period
Additional indicators	<ul style="list-style-type: none"> <li>✓ Road and traffic safety is a priority for the community and the OPS. On August 14, East District Neighbourhood officers in partnership with our Safer Roads Ottawa partners and local businesses hosted a cycling safety event for youth in the Heatherington community. Dozens of children participated and each was presented with a brand new helmet and new bike bell, and had the opportunity to bike through an obstacle course, learn safety tips and receive a certificate.</li> <li>✓ On the National Day of Remembrance of Road Crash victims (November 19) the Ottawa Police Service and Safer Roads Ottawa, CTV and the Canadian Automobile Association launched the six month distracted driving education, awareness and enforcement campaign called <i>Leave the Phone Alone</i>, aimed at changing behaviour towards driving and cell phone use. The launch was followed with a 4 day city-wide traffic enforcement blitz targeting cell phone use by drivers resulting in 486 Provincial Offence notices, 261 of which related to cell phone use by drivers. Additional enforcement, education and awareness initiatives will be launched over the next 6 months.</li> <li>✓ In November, the Ottawa Police Services Board, OPS and the Ottawa Chapter of mothers Against Drunk Driving and Allstate Insurance officially launched the local MADD <i>Project Red Ribbon Campaign</i>, to raise awareness and prevent someone from choosing to drive while impaired.</li> </ul>

### MEMBERS: *Engaging and Investing in our People*

#### Goals:

- M 1.0** A workplace where members are engaged in achieving a shared vision  
**M 2.0** A workplace that puts a priority on the health and well being of its member



**M 3.0** A workplace that enables members to have a robust, challenging and fulfilling career

**M 4.0** A workplace that values and demonstrates ethical leadership at all levels

**M 5.0** A workplace of choice

<b>MEMBERS - <i>Engaging and Investing in our People</i></b>	
<b>Success Indicators</b>	<b>Actions &amp; accomplishments during the reporting period</b>
Improve Engagement by focusing on the 4 drivers of engagement / scores	✓ Patrol Directorate launched a research initiative that involved front-line patrol officers, platoon leadership teams and senior officers in a collaborative process to develop plans to support front-line engagement. The research was completed and received academic approval in March 2014. Recommendations are being considered within the Patrol Directorate and may provide context for SI projects, such as Demand Management and Operational Performance Framework.
Profile members' community engagement and volunteerism	✓ Initiatives and actions reported in previous progress reports.
Develop early intervention and peer support program, training and tools	<ul style="list-style-type: none"> <li>✓ Research into Early Intervention best practices across North America and Australia has been conducted and a business case outlining options for implementation has been completed along with an implementation plan</li> <li>✓ With the discussion in policing on the issue of supports to members through peer support programs and networks, the Resiliency Performance Group has been established. This group first came together as an Ottawa Police Association initiative, but more recently partnered with the OPS Executive. The Resiliency Performance Group is co-chaired by the OPA President and Deputy Chief Keeley with membership across the OPS. The group has conducted research on current peer support practices in policing and the military and engagement with medical and academic experts. Further joint work to develop a peer support network and program will continue into 2015.</li> </ul>
Evaluate the Real You Program	✓ The evaluation of the Real You Program commenced in Q4 2014 and is scheduled to be completed by Q1 2015. The evaluation will involve a review of participant data, interviews with program participants, internal and external stakeholders, review of program documents and a cost-benefit analysis to assess the Program's return on investment for OPS.
Develop health, wellness assessment tools and metrics	✓ Information on available health and wellness supports and resources available to OPS members (internal and external) have been made available via various communications during the past two-quarters. To augment these supports, Critical Incident Stress Management and Peer Support sessions were organized in early October.

<b>MEMBERS - Engaging and Investing in our People</b>	
<b>Success Indicators</b>	<b>Actions &amp; accomplishments during the reporting period</b>
	<ul style="list-style-type: none"> <li>✓ To support members' health and wellness the coordinator of the Critical Incident Stress Management Team has initiated an informal peer support mechanism.</li> <li>✓ Review current research on operational stress injuries to identify program opportunities for OPS.</li> <li>✓ A Critical Incident Response Course was developed tailored to OPS needs with IMS 200 Certification worked into the course curriculum. The first course targeted to frontline supervisors was as successful.</li> </ul>
Develop a mobile worker concept	<ul style="list-style-type: none"> <li>✓ Initiatives and actions reported in previous progress reports.</li> </ul>
Create framework, develop a mentorship program to support recruitment, retention and leadership development.	<ul style="list-style-type: none"> <li>✓ The 2014 Sergeant Promotion Process was initiated in August 2014, to ensure a pool of high calibre, ethical leaders available to assume key leadership roles in the organization</li> <li>✓ The OPS continues its investment in the Civilian Career Initiative (CCI) Program by continually reviewing and improving the civilian completion progress and providing improved communications, workshops and training opportunities for members / candidates and hiring managers. Online and in-person training for candidates and hiring managers was provided in September October and November.</li> </ul>
Enhance Performance Review Process system	<ul style="list-style-type: none"> <li>✓ Enhanced the focus of the organization on managing performance by improving the tracking of performance reviews and introducing a streamlined annual performance review cycle.</li> <li>✓ Talent Management system (Pilat software) upgrade in progress and on target for completion in 2015</li> </ul>
Review of organizational competencies	<ul style="list-style-type: none"> <li>✓ Initiatives and actions reported in previous progress reports</li> </ul>
Develop in-house supervisor training	<ul style="list-style-type: none"> <li>✓ Implemented a management development program to develop manager candidates to take on the emerging challenges.</li> <li>✓ Research on current best practices, inventory and review of current leadership and management training for sworn and civilian members in progress, results and action plan expected to be ready by Q2 2015</li> </ul>
Develop leadership training to all ranks that provides career-long development and support to members	<ul style="list-style-type: none"> <li>✓ To support members who are continuing their education through accredited universities or colleges, the application for the 2015 Tuition Reimbursement Program was announced in November with a deadline of mid December.</li> <li>✓ Research on current best practices, inventory and review of current leadership and management training for sworn and civilian members in progress, results and action plan expected to be ready by Q2 2015</li> </ul>

<b>MEMBERS - Engaging and Investing in our People</b>	
<b>Success Indicators</b>	<b>Actions &amp; accomplishments during the reporting period</b>
Continued development and enhancement of Ethics Program	✓ Building on the success of the 2013 and 2014 OPS Ethics Sessions, planning for the 2015 OPS Ethics Session in progress.
Develop an Annual Recruitment Plan	<ul style="list-style-type: none"> <li>✓ Current and best practice research on civilian and sworn recruitment approaches and practices, including other emergency services recruitment in progress</li> <li>✓ In September, the OPS hosted a Women-only information session and PREP test workshop on the OACP Constable Selection process for women interested in a policing career</li> </ul>
Develop new marketing material	✓ An email marketing campaign has been adopted to market courses and training opportunities to external agencies with the goal for cost recovery.
Reinvigorate internal and external recruitment champions	✓ Under review for 2015.
Additional Indicators	<ul style="list-style-type: none"> <li>✓ To provide members with a safe and secure working environment, following an extensive security review of all OPS facilities, a number of security enhancements are in progress to improve member and public safety in public areas. New security equipment is also being installed at the Courthouse in Q1 2015</li> <li>✓ The Civilian Job Evaluation will be concluding in Q1 2015 and the future maintenance program will ensure that the OPS has a program to assess the relative value of jobs within a job hierarchy that establishes and maintains internal equity and fair compensation</li> </ul>

### **SERVICE: *Delivering Quality Service in Operations***

#### **Goals:**

**S 1.0** Strengthening police service through innovation, leveraging technology and professionalism by our members

**S 2.0** Define and strengthen our partnerships with service providers and community agencies that support our policing responsibilities

**S 3.0** Ensure that our policing model is sustainable for the future

<b>SERVICE - <i>Delivering Quality Service in Operations</i></b>	
<b>Success Indicators</b>	<b>Actions &amp; accomplishments during the reporting period</b>
Identify opportunities that will create efficiencies and leverage technology	<ul style="list-style-type: none"> <li>✓ As part of our ongoing practice to identify efficiencies, OPS has initiated a review of its fleet that will be looking at right-sizing and pooling of resources. A best practice review has been completed, with the review to be complete in 2015.</li> <li>✓ Effective December 15<sup>th</sup>, Collision Reporting Centre (CRC) at Huntmar, 10<sup>th</sup> Line and 474 Elgin Stations were fully operational and capable of processing non-injury towed and drivable collisions.</li> <li>✓ SI has recalibrated the original seven SI projects into the following five projects: Demand Management, Control Center, Organizational Design, Courts Process Model and Operational Performance Management Framework Projects. This allows the Program to develop an integrated roadmap that focuses on implementing the future Target Operating Model (TOM). The TOM is a conceptual operational design that ensures that officers are deployed to the right calls in the most effective and efficient manner, developing more community partners and creating the right metrics to support that we are responding to the right calls. The organizational structure will be developed to support the new deployment model. The project teams have recalibrated the Project Charters, developed new workplans and created cross functional working teams with subject matter expertise.</li> </ul>
Identify, develop and enhance support to victims and vulnerable populations	<ul style="list-style-type: none"> <li>✓ During a major incident, such as the People's Social Forum, a win-win partnership has been developed with the Salvation Army Emergency Disaster Services Canteen Team, whereby the purchase of canteen items by emergency service workers is reinvested in Victim Services that the Salvation Army supplies to residents of our community displaced by disasters, fire or crime, including clothing, shelter and food.</li> <li>✓ The OPS recently joined as an Employer Partner of the Canadian Institute of Diversity and Inclusion, a national non-profit organization that provides innovative and proven strategy, research, tools and educational supports with the goal to help improve the overall inclusivity of the Canadian workforce. All members of OPS will be entitled to a number of benefits (e.g. monthly newsletter, webinars, events, resources and original research) as members of the CIDI</li> </ul>

SERVICE - <i>Delivering Quality Service in Operations</i>	
Success Indicators	Actions & accomplishments during the reporting period
	<ul style="list-style-type: none"> <li>✓ On June 26 the OPS Partner Assault Support Team (P.A.S.T) a collaboration between the Provincial government (Ministry of Attorney General, Ministry of Community Safety and Correctional Services), the City of Ottawa, OPS as well as other community agencies (Children's Aid Society) received the Amethyst Award for their efforts to review high-risk domestic violence cases with a view of fulfilling the mandate of the Domestic Violence Court program and to enhance the safety of victims, their families and the broader community.</li> <li>✓ SI has recalibrated the original seven SI projects into the following five projects: Demand Management, Control Center, Organizational Design, Courts Process Model and Operational Performance Management Framework Projects. This allows the Program to develop an integrated roadmap that focuses on implementing the future Target Operating Model (TOM). The TOM is a conceptual operational design that ensures that officers are deployed to the right calls in the most effective and efficient manner, developing more community partners and creating the right metrics to support that we are responding to the right calls. The organizational structure will be developed to support the new deployment model. The project teams have recalibrated the Project Charters, developed new workplans and created cross functional working teams with subject matter expertise.</li> </ul>
Leverage social media platforms to create community awareness of crime prevention and crime reduction strategies	<ul style="list-style-type: none"> <li>✓ The OPS Twitter and Facebook accounts are very active with more than 40, 000 followers and are proving to be a great resource in gaining public attention for open case files, community awareness of crime prevention and crime reduction strategies.</li> </ul>
Develop a strategy to respond to problem addresses and areas of high call volume	<ul style="list-style-type: none"> <li>✓ On July 18 the OPS celebrated the agreement for a multi stakeholder approach to problem addresses with Ottawa Community Housing, City of Ottawa Bylaw and Regulatory Services, Crime Prevention Ottawa, South East Ottawa Community Health Centre and the Lowertown Community Resource Centre. This agreement reaffirms our commitment to working together to resolve community problems and to promote community safety.</li> <li>✓ With the increase in gun and gang violence, we continue to work with the community on a variety of partnerships to address the issue, members of the Guns and Gangs Unit, the Direct Action Response Team (DART) unit, neighbourhood and patrol officers continue their enforcement and suppression activities to hold offenders to account. Using intelligence</li> </ul>

SERVICE - <i>Delivering Quality Service in Operations</i>	
Success Indicators	Actions & accomplishments during the reporting period
	<p>information to identify hot spots for gun and gang violence to focus enforcement activities; compliance checks on known gang members and their associates; increasing visibility in high risk areas and conducting investigations and search warrants. Through to September, there have been 49 individuals - 42 of them gang members or associates – charged in Gun and Gangs investigations. A further 27 people were arrested and charged with 254 criminal offences following <b>Project Karma</b> and <b>Project Calamity</b>, two gang and drug related projects aimed at cracking down on gun violence, gang activity and guns.</p> <ul style="list-style-type: none"> <li>✓ The Street Crime Unit with support from the Central Division Neighbourhood Unit completed a four month investigation in the ByWard Market and downtown Rideau area targeting street level drug trafficking called <b>Project Sweeper</b>. A total of 33 persons have been arrested and charged with an additional 14 individuals identified to be charged with trafficking-related offences.</li> <li>✓ In September, proactive enforcement targeted at ongoing community concerns in the downtown associated with disturbances, noise, public intoxication, drug use, aggressive driving and property damage, officers teamed up with the Alcohol and Gaming Commission of Ontario, City of Ottawa by-law and OC Transpo Special Constables to conduct nuisance-based enforcement in several downtown neighbourhoods. A total of 426 Provincial offence notices were issued, as well as 16 charges were laid under the Criminal Code including theft, fraud and breach of judicial conditions.</li> <li>✓ As a result of a one month undercover investigation, Ottawa Police Drug officers arrested a 21 year old man and charged him with 2 counts of trafficking ecstasy as well as other related charges. An important investigation, as officers investigated a death and serious illness related to young people who took ecstasy. Drug Unit officers are also working with Ottawa Public Health and other partners on messaging to warn youth on the life-threatening dangers of these types of illegal drugs.</li> <li>✓ SI has recalibrated the original seven SI projects into the following five projects: Demand Management, Control Center, Organizational Design, Courts Process Model and Operational Performance Management Framework Projects. This allows the Program to develop an integrated roadmap that focuses on implementing the future Target Operating Model (TOM). The TOM is a conceptual operational design that ensures that</li> </ul>



SERVICE - <i>Delivering Quality Service in Operations</i>	
Success Indicators	Actions & accomplishments during the reporting period
	officers are deployed to the right calls in the most effective and efficient manner, developing more community partners and creating the right metrics to support that we are responding to the right calls. The organizational structure will be developed to support the new deployment model. The project teams have recalibrated the Project Charters, developed new workplans and created cross functional working teams with subject matter expertise.
Enhance performance metrics within the current Performance Monitoring framework	✓ SI Operational Performance Framework (OPF) project. This project was redefined and approved to focus on implementing a framework at the aggregate level (i.e. unit, section, directorate, organization-level measures). The individual Performance Review Process is no longer within the scope of this project. Research into best-practices has been completed, and a scan of the performance management frameworks of police services across Canada has been done. A draft performance framework has been developed that is aligned with the parameters of the OPF.
Review current deployment plans (e.g. District mapping) to respond to current needs	✓ SI has recalibrated the original seven SI projects into the following five projects: Demand Management, Control Center, Organizational Design, Courts Process Model and Operational Performance Management Framework Projects. This allows the Program to develop an integrated roadmap that focuses on implementing the future Target Operating Model (TOM). The TOM is a conceptual operational design that ensures that officers are deployed to the right calls in the most effective and efficient manner, developing more community partners and creating the right metrics to support that we are responding to the right calls. The organizational structure will be developed to support the new deployment model. The project teams have recalibrated the Project Charters, developed new workplans and created cross functional working teams with subject matter expertise.
Leverage technology to facilitate an information-led approach	✓ The Evidence Based Decision Making Project team have completed the business case for EBDM. This work has been aligned with the IT Roadmap. The IT Roadmap will be tabled for approval in the 2015 budget. Once the IT Roadmap is approved a governance framework for EBDM and data governance will be developed.