

Report to / Rapport au:

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

25 April 2016 / 25 avril 2016

Submitted by / Soumis par:

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SUBJECT: 2013-2015 BUSINESS PLAN: FINAL REPORT

OBJET: LE PLAN D'ACTIVITÉS 2013 – 2015: RAPPORT FINAL

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 *Police Services Act, Ontario Regulation 3/99, S 30 (1)* requires that all police services boards in the Province of Ontario prepare a business plan once every three years to guide the delivery of policing services to the community.

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.

This report serves as the final report to the Board regarding the 2013-2015 Business Plan. In addition, the OPS also references the strategic priorities and outcomes of the

Business Plan through the Annual Report and quarterly operational performance reports.

DISCUSSION

The 2013-2015 Business Plan focused the organization on four strategic priorities:

- Value: delivering strong performance and social value
- Community: engaging and investing in our partnerships
- Members: engaging and investing in our people
- Service: delivering quality service in operations.

Reflecting on the past three years, the OPS has delivered on its core policing responsibilities and has made significant progress towards the achievements and accomplishments of the 2013-2015 Business Plan. This has been accomplished while the OPS faced many operational pressures during the same time period, including the events of 22 October 2014, ongoing staffing challenges and a focus on the Service Initiative (SI); a major change management initiative for the organization.

The following significant outcomes are highlighted:

- Value:
 - Updated the performance measurement framework and targeted outcomes as well as continued advancement in performance reporting;
 - Conducted research on the subject of corporate social responsibility;
 - Continued to participate in and make improvements to the OPS Ethics Program including annual training for sworn members;
 - Enhanced the audit program and updated the audit policy; and completed a management review of the Executive and Administrative Assistant function, and program evaluations of *The Real You* program and OPS' participation in international peacekeeping missions;
 - Established Service Initiative (SI) implementation teams, and identified and began implementation of five transformational projects;
 - Achieved full compliance with the *Accessibility for Ontario's Disability Act* (AODA) including the provision of training to all members.

- Community:
 - Piloted the Multi-agency Risk Intervention Tables (MERIT) project in East Ottawa which has been cited as a success story by the province as it moves forward with changes to the *Police Services Act*;
 - Conducted many public consultative engagement initiatives and activities in accordance with the OPS' partnership in action (PIA) / community engagement and mobilization strategy;
 - Initiated the Traffic Stop Race Data Collection project in accordance with an agreement between the OPS and the Ontario Human Rights Commission;
 - Participated in the provincial Street Check program by collecting Street Check data within established parameters, raising awareness of the program within the community, and providing input to the Ontario Association of Chiefs of Police regarding the province's proposed regulations; and
 - Entered into a multi-stakeholder agreement to develop a problem address framework.

- Members:
 - Developed and began implementing a four-point wellness strategy including peer support and resiliency initiatives;
 - Enhanced the performance review program and processes;
 - Established a member transfer team, conducted a career mobility review, and began identifying options for a new member transfer program;
 - Updated the sworn member promotional policies;
 - Implemented the first of a three-year BIS management development program to enhance leadership and management skills;
 - Reviewed, updated and delivered training focused on ethics, communication and de-escalation;
 - Refined existing and implemented new sworn staffing and recruitment processes in an effort to increase applications from diverse communities;

- Implemented an executive succession management program and completed a job evaluation program of civilian positions;
 - Continued to implement the long-term facilities strategic plan; and
 - Enhanced member safety through security and facilities upgrades, and piloted a 2-person patrol car.
- Service:
 - Developed an IM/IT Roadmap to be implemented over the next six years;
 - Upgraded and enhanced many information technology processes and systems;
 - Opened three Collision Reporting Centres;
 - Launched online reporting for complaints and crimes under \$5,000, mischief and property damage;
 - Launched E-911; and
 - Worked with the City and other law enforcement partners to plan for the upgrade to the radio system.

While significant progress was made towards the achievement of the 2013-2015 Business Plan, some objectives will continued into the 2016-2018 planning period, where members, community, and service remain the three critical priorities.

CONSULTATION

Consultation with Members, the community and strategic partners formed part of many of the initiatives associated with the 2013-2015 Business Plan.

FINANCIAL IMPLICATIONS

There are no immediate financial impacts of implications from the results of this report.

SUPPORTING DOCUMENTATION

Document 1: 2013-2015 Ottawa Police Service Business Plan final progress report.

CONCLUSION

On behalf of the Ottawa Police Service, I am pleased to report our progress on the achievement of the 2013-2015 Business Plan. As we move forward into the next planning cycle, I look forward to reporting our successes towards achievement of the 2016-2018 plan.

Document 1**PROGRESS: 2013-2015 OTTAWA POLICE SERVICE BUSINESS PLAN****December 2015**

The Ottawa Police Service monitors and tracks the progress of actions and activities that support the implementation of the 2013-2015 Business Plan's goals and objectives. A self-assessment is completed and the results reported to the Police Services Board, the community and members of the Ottawa Police Service on a semi-annual basis.

Overall Progress Year 3 (final year) Implementation – Significant Progress

This report serves to meet the progress reporting requirement as defined in the Adequacy Standards, and the Ottawa Police Services Board Policy BC-2 Chief's Section 2(i). Having received semi-annual reports during the three year business plan period, this progress report draws closure to the 2013-2015 business plan. It highlights the key actions and outcomes undertaken by front line officers and civilians during that time. Results are presented for each of the four strategic priorities.

This report is not the only mechanism that the OPS uses to report on progress. The Annual Report, the annual Crime, Police and Traffic statistics, and quarterly operational performance reporting (e.g., call response, workforce management, etc.) are other means provided to the Board that reference the strategic priorities and outcomes of the Business Plan.

The Chief's three operational priorities of guns and gangs, violence against women, and traffic safety have been, and continue to be a catalyst for many of our strategies and activities. Significant progress has been made towards achievement of our 2013-2015 strategic priorities, goals and objectives, despite a challenging operational period such as the events of 22 October 2014, ongoing staffing challenges, and a focus on the Service Initiative.

As in any three year planning horizon, there are a number of initiatives that have undergone review and revision; others have pushed forward significantly; and others that will continue on into the next planning period (e.g., Traffic Stop Race Data Collection Project, a new Member transfer program, Street Checks, implementation of the IM/IT Roadmap, the long-term facilities plan, the Multi-Stakeholder Approach to Problem Addresses (MSAPA), and the ongoing ethics program.

VALUE: Delivering Strong Performance and Social Value

2013-2015 Business plan commitments: The OPS committed to delivering programs and services that demonstrated — to members and the community — the social value and positive impact of investing in policing services.

The overall financial and social costs of crime continue to be increasingly important for society and government. Evidence has shown that social development approaches to policing are effective at reducing crime and victimization (Crime Prevention in Ontario: A Framework for Action) as well as being cost effective.

Over the three year planning period (2013-2015), the OPS took action and focused our contribution to a safe and healthy community, assessed and evaluated policing services to embrace innovation and created organizational efficiencies that demonstrated social value, positive impact and value for money. The OPS engaged our partners in ways that created the greatest community impact and improved operational performance, creating an organization where we all strive to identify the important issues and services for the community, and how to achieve them. All the while, we examined how we do business and provided service that ensured the dollars invested in the police service provided value in our community.

Protecting the safety, security and quality of life in Ottawa is the mission of the Police Service and this has an impact on people, the environment and our organization.

This mission was supported through the following goals:

Goals:

- V 1.0** Ensure that the Ottawa Police Service 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 Ottawa Police Service 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

Key Accomplishments during 2013-2015 planning period:

- **Performance Measurement Framework (PMF) and Targeted Outcomes.** The OPS's organizational performance measurement framework (PMF) is based on Harvard research

and input from the Citizen Advisory Committee. Our “Moore + One” model continues to be updated and includes eight targeted outcomes: public perception of community safety / security; crime and victimization rates; neighbourhood problem solving / impact on quality of life; community satisfaction and legitimacy with those polices; offender accountability; fair, efficient and effective use of force and authority; and member engagement. While the OPS monitors a variety of metrics for each outcome, the implementation of the new PMF will include a review of the indicators and measures associated with each targeted outcome.

A scan of the performance management frameworks of police services in Canada was conducted, and the PMF was updated again in 2015 to align with the Police Executive Research Forum (PERF) / Commission on Accreditation for Law Enforcement Agencies (CALEA) Nine Dimensions in Policing with 28 measures, and Public Safety Canada’s Seven Dimensions of Balanced Scorecard.

- **Corporate Social Responsibility (CSR) Framework.** Corporate Social Responsibility (CSR) is generally defined as the voluntary activities undertaken by an organization to operate in an economic, social and environmentally sustainable manner. The OPS currently practices CSR in many areas. We also conducted academic research and benchmarking on CSR programs employed in both the public and private sectors.
- **OPS Ethics Program.** Since 2012, the Ottawa Police Service (OPS) has hosted an annual Ethics conference. The two day conference each year has included sworn and civilian OPS members from all ranks, as well as participants from outside agencies such as Prince Albert Police Service, the Royal Newfoundland Constabulary, the Ontario Provincial Police, Carleton University Security, the Department of National Defence, the Office of the Independent Police Review Director, and the Commission for Public Complaints Against the RCMP. The theme changes each year, but always includes a variety of speakers, from both policing and academia who present on various topics. During the 2013-2015 period, topics such as resiliency, body worn cameras, civilian oversight and ethical decision making have been presented.

OPS Ethics training is included as a half day session as part of the training syllabus, which all sworn recruits, both new or experienced officers receive at the Professional Development Centre (PDC).

- **Audits, Inspections, Management Reviews, Program Evaluations:** The OPS develops an audit plan each year that is endorsed by the Finance and Audit Committee and subsequently presented to the Ottawa Police Services Board for approval. The legislated requirements provided by the MCSCS Provincial Adequacy Standards form the foundation of each Plan. During the planning period, the OPS conducted four audits, including three mandated compliance audits of the property and evidence control facility. In addition, a time and attendance audit has been initiated and will be completed by March 2016. A review of the OPS Audit Policy (Chief’s Procedure) was also completed to align the OPS with the

Institute of Internal Auditors (IIA) standards and industry good practice. The OPS also conducted a management review of the Executive and Administrative Assistant function. Two program evaluations were conducted, including *The Real You* program, and OPS' participation in international peacekeeping missions.

- **Continuous Improvement.** The OPS is committed to continuous improvement through its Service Initiative (SI). During the planning period the SI implementation teams were established, transformational projects identified, work plans developed, and implementation begun. Further discussion on SI comes later in this report. The OPS has also conducted research into Lean Six Sigma processes, tools and methodologies, with the intent of implementing an ongoing continuous improvement program.
- **Compliance with Accessibility for Ontario's Disability Act (AODA).** In 2005, Ontario introduced new legislation for the provision of accessible formats and communication supports for persons with disabilities, including our employees and clients. The OPS responded by creating an AODA Working Group and Steering Committee to assess our compliance and to develop strategies to close any gaps. At this time, all required AODA deliverables have been completed, AODA has transitioned from a project to day-to-day business, and OPS has assigned a senior staff member as an OPS AODA Coordinator.

COMMUNITY: Engaging and Investing in our Partners

2013-2015 Business plan commitments:

Effective policing requires an engaged community that is prepared to act and work to help prevent and solve crime.

The OPS recognized the importance of working with our many community agencies, groups, professional organizations, the academic community, municipal and federal partners, and policing agencies at all levels to protect the safety, security and quality of life in Ottawa.

The OPS continued to explore, engage and invest in community partnerships that are mutually beneficial based on trust, integrity and value using the appropriate model and/or framework to guide opportunities. An engaged community enables the OPS to assess and identify community safety priorities and engage the appropriate partners to address them. Community–police relationships are built one interaction at a time. The OPS counts on all members to foster relationships and engage the community in their daily interactions thereby enhancing community relationships and improving service to the community.

Public education is essential for policing to be successful. If the community does not understand how and why we do what we do, they are less likely to support our actions. By improving how we communicate with our partners, the community and our members, we cultivated a culture of open communication, information sharing and were able to better educate and inform the community about how we respond to various calls for assistance that are received.

During the three year planning period the OPS continued to build on existing partnerships (e.g. COMPAC, Youth Advisory Committee, GLBT), that bring the community and police together to create a culture of mutual respect and better understanding. We also invested in partnerships with community groups and partners to sustain and meet our growing operational needs. Dialogue with our partners was ongoing in order to continue to build trust and confidence, and improve how we provide service to the community through the following goals:

Goals:

- C 1.0** Adopt and Implement the Provincial Community Mobilization and Engagement Model and Crime Prevention Framework
- C 2.0** Develop an organization strategy that will improve / enhance internal and external communications, 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.

Key Accomplishments during 2013-2015 planning period:

- **Multi-Agency Risk Intervention Table (MERIT).** Following research into early intervention practices, and consistent with the province's Collaborative Risk-Driven Community Safety and Wellness Model, a new multiagency pilot was launched in East Ottawa in June 2015. The initiative, called MERIT is aimed at mobilizing services to individuals and families who are most vulnerable for harm, victimization, and/or criminality, and ensuring they receive the safety, social, and health-related supports they need. The goal is to coordinate an immediate and effective intervention that addresses the root causes of the risk such as mental health and addictions, and reduces the likelihood of the level of risk escalating. This pilot project has been a huge success in our community with over 50 at risk situations mitigated involving approximately 83 individuals in the first six months.
- **Partnership in Action (PIA) / Community Engagement and Mobilization.** PIA is the OPS framework for public consultation and wider community engagement and mobilization to address the complexity of the diverse communities within the City of Ottawa. During the business plan period, the OPS conducted a variety of consultative and engagement initiatives and activities including: a public survey (16,000 invites, 4,328 responses); numerous community safety forums in a variety of neighbourhoods with a focus on guns and gangs activity; data gathering related to violence against women including the "Breaking the Silence" community forum, all resulting in a top 10 list of service response concerns, the "MANifest Change" campaign and a work plan that is progressing; five community sessions related to Street Checks; and consultation related to Traffic Stop Race Data Collection. The OPS also conducts regular engagement sessions with our partner organizations, holds Police Week and Crime Prevention Week events, and promotes initiatives such as the new mobile app, the Community Connection E-newsletter, the Leave Your Phone Alone distracted driving campaign, and Youth in Policing. The OPS now has over 55,000 Twitter followers, and the Chief has over 7,000; 13,000 Facebook likes; and approximately 3,000 views per month on our YouTube page.

- **Traffic Stop Race Data Collection Project.** Stemming from an agreement between the Ottawa Police Services Board and the Ontario Human Rights Commission, the Traffic Stop Race Data Collection Project was initiated in June of 2013. Officers have collected race based data for over 100,000 traffic stops since the project began, and data collection will continue while a team of researchers from York University conduct analysis on the data and write a report, anticipated for mid-2016. Information sessions and training have been provided to officers regarding this project, and with the support of the Ottawa Police Association, front-line officers were invited to participate in researchers from Carleton University regarding this project. Active promotion and education to the diverse communities of Ottawa have also taken place.
- **Street Checks.** The OPS is called upon to identify and charge criminal offenders in our community and conducting Street Checks are one of the key intelligence tools used to make vital links and observations that help solve and prevent crime. In 2015, Ontario's Ministry of Community Safety and Correctional Services announced it would be developing regulations to standardize the use of street checks across the province and released draft regulations for comment. **Based on input gathered from front-line members, our investigators, and feedback from community members gathered via community consultation, the OPS submitted comments in late 2015 encouraging the province to review the draft regulations and make amendments and is awaiting the final regulations.**
- **Multi-Stakeholder Approach to Problem Address Framework.** In 2014 **the OPS entered into an agreement with Ottawa Housing, Bylaw and Regulatory Services, Crime Prevention Ottawa, South East Ottawa Community Health Centre, and the Lowertown Community Resource Centre, which reaffirms the parties' commitment to work together to resolve community problems and promote community safety.**

MEMBERS: *Engaging and Investing in our People*

2013-2015 Business plan commitments:

The membership of the OPS — both civilian and sworn — defines what we do and who we are. The individual and collective performance of their duties and their contributions to their community largely define the Ottawa Police Service. It is through our members that we define and demonstrate the Ottawa Police Service's organizational vision, mission and values, and deliver the critical services that our community depends on. Our members, therefore, represent our most valued resource and, as such, they must be engaged, as well as developed and supported throughout their careers.

The OPS has high-calibre, professional and respected members who are proud to work for the organization. The OPS continued to engage members and continued to promote, foster and support the collective goal of achieving our vision and adhering to our values.

During the three year planning period, the OPS continued to strengthen the investment in our current and future members to ensure that they have the supports, resources, technology, tools and training to respond to the community's call for assistance. Investments in initiatives were developed to support recruitment, retention and talent development by creating a workplace that enables members to have a robust, challenging and fulfilling career; a workplace that values and demonstrates ethical leadership at all levels; a workplace that puts a priority on the health and wellbeing of its members; and to create a Workplace of Choice.

The considerable strengths of, and continued engagement and investment in, our members helped to promote an organizational culture where everyone matters and is supported through the following goals:

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 members
- 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

Key Accomplishments during 2013-2015 planning period:

- **Wellness Strategy / Peer Support and Resiliency.** The OPS is committed to address member wellness and health. During the planning period, the OPS established a Resiliency Performance Group (RPG) and conducted best practice research. Subsequently the OPS developed a 4-point wellness strategy that include: adopting the Mental Health Commission of Canada CSA National standard on workplace psychological health and safety; increasing the number of members in *The Real You* health and wellness program; implementing peer support programs; and adapting our organizational and individual understanding and appreciation of health and wellness issues in the OPS. The roll-out of this strategy began in 2015 and is ongoing and will be carried into the next Business Plan.
- **Enhanced Performance Review Program.** During the planning period, the OPS' performance review program and processes were overhauled. Tracking of performance reviews improved significantly, and a streamlined annual performance review cycle was introduced. The Talent Management software system update was completed in 2014/15, and training for supervisors was rolled-out in 2015.
- **Tenure Evaluation / Career Mobility Review.** The OPS is committed to the career development of our members. Subsequent to the OPS internal Survey sworn members expressed several concerns about their personal development and issues surrounding transfer and the current transfer program (tenure). A Transfer Team working group was formed including members from the Ottawa Police Association to development a transfer policy that addressed the concerns of the membership and supported Management. During the early stages of the planning period, a Transfer Policy Team was established, and research into transfer and rotation policies across North America and beyond was conducted. Following, the Ottawa Police Association and the OPS Transfer Policy Team held a series of eight focus groups designed to share information on the project plan, scope of the review and timing; discuss various transfer models, gauge levels of interest in the various models, and identify any changes required to suit the needs of the OPS; and discuss implementation. At the end of 2015, the OPS had conducted additional research and analysis into several viable options, and is on target to have options clearly defined by early 2016.
- **Promotions Process.** The Ottawa Police Service (OPS) ensures high calibre leadership by utilizing a competency-based promotional process that is fair, consistent, accessible and non-discriminatory. The policies applicable to promotions to the rank of Superintendent, Inspector, Staff Sergeant and Sergeant were updated between 2013 and 2015.
- **Leadership Training / Management Development Program.** During the planning period, OPS developed and in 2015 implemented the first year of a new three-year BIS management development program designed to enhance leadership and management skills. The program is comprised of professional training, seminars and workshops.

- **Training.** During the business plan period, our OPS courses were reviewed to ensure our Values and Ethics were reflected in the training, and these are featured in our Recruit training, Coach Officer Course, Front Line Supervisor Course, Major Case Management, Effective Court Prep & Testimony as well as our regular Use of Force training. We also developed and delivered training including a communication and de-escalation course for sworn members which supports officers in their daily interaction with people in crisis; and delivered four training sessions in 2015 with sworn and civilian managers to better support them in their leadership. In the fall of 2015 we trained trainers to deliver a new program titled “Fair and Impartial Policing” which will be rolled out in early 2016 for all sworn members, senior officers, the Executive, and community leaders. The OPS also introduced an Initial Critical Incident Response training program for all front line leadership; a program that is being looked at by other law enforcement agencies across Canada.
- **Staffing and Recruitment.** During the planning period, the OPS conducted research on civilian and sworn recruitment approaches and has continued to refine recruitment practices based on best practice and through a joint steering committee with the Ottawa Police Association. For example, “Speed Recruiting” nights have been introduced in order to allow members of the community to gain insights into a career in policing. New community networks have also been leveraged for recruitment purposes, and various targeted recruitment sessions were conducted during the planning period. Other channels, such as the Community Champions program in which prominent members of various diversity groups interact with the recruiting team and act as champions for recruitment in their communities, have been utilized to increase applications from diverse communities. A new online recruiting tracking system was purchased in 2015 and will be implemented in early 2016. The OPS also implemented an executive succession management program and completed a Job Evaluation on Civilian positions in 2015 with plans for a maintenance program to be implemented in 2016.
- **Workplace Innovation.** In 2013, the OPS adopted its long-term facilities strategic plan. In 2014, the OPS launched a workplace innovation project to identify creative space and building solutions to achieve a 25% cost reduction for the Facilities Strategic Plan. Looking forward 17 years to 2031 the OPS will have facilities infrastructure that meets the service needs of residents and supports service delivery. The total plan will provide approximately 873,000 square feet from the current level of 596,000 square feet.
- **Member Safety.** The OPS has made enhancements to facilities to improve member safety including new exterior lighting, new access control gates and fences, upgraded information desks to meet the new ballistic standard, and updated security access and ID cards. In addition, the OPS and Ottawa Police Association jointly began a pilot project in 2015 to assess the impact of deploying patrol cars with two officers (versus one officer). Preliminary feedback gathered suggests this deployment model may offer some advantages, including for member safety.

SERVICE: *Delivering Quality Service in Operations***2013-2015 Business plan commitments:**

The OPS is dedicated to delivering the highest quality of police service for Ottawa residents, businesses and visitors to the city. In response to financial pressures, increasing demands and community expectations, and the operational reality of delivering police services that comply with legislative standards, we continually examined opportunities for improvement, greater cost effectiveness and explored new ways of doing business in order to build a sustainable policing model for the future. The Board and the OPS recognized these challenges and the opportunity to lead change within the OPS and the Canadian police sector.

During the three year planning period, the OPS reviewed its services aimed at identifying efficiencies, service improvements and new or alternative ways of doing business, as well as ensured value for money, through the Service Initiative (Si). It made use of and leveraged technology to improve our ability to reduce, prevent and respond to criminal activity, while realizing efficiencies in how this is done. It identified opportunities that allowed the Police Service to reinvest savings in service to citizens, while responding to our policing responsibilities in an era of constrained budgets. Si is a comprehensive program that aligns with and is supported by the goals and outcomes in the both the Service and Value strategic priorities through the following goals and performance indicators.

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

Key Accomplishments during 2013-2015 planning period:

- IM/IT Roadmap.** Due to the combination of a number of pressures, including budgetary pressures, service demands, existing and new crime threats, changes in citizen expectations for service, and the data deluge on the horizon, the OPS has recognized the need to transform in terms of technology and information management. Based on an extensive internal consultation process, an information management and information technology roadmap was drafted in 2015 for approval by the Ottawa Police Service Board in early 2016 that outlines 25 IM/IT initiatives to be completed over the next six years in order to address identified gaps.
- IT Enhancements.** Over the reporting period, the OPS has also upgraded and enhanced many information technology systems and processes. This includes a revamp of the data warehouse to facilitate reporting, significant enhancements to business intelligence reports, strengthening the OPS website against cyber security threats and improving public accessibility for on-line reporting, upgrading the internal OPS intranet and making use of various social media platforms to keep the community informed. Recognizing the importance of an information-led approach, the OPS now actively participates on IT committees at the provincial level through OACP [Ontario Association of Chiefs of Police] , at the national level through CACP [Canadian Association of Chiefs of Police], and at the international level through MCCA [Major Cities Chiefs Association] and IACP [International Association of Chiefs of Police].
- Collision Reporting Centres.** In 2015, the OPS opened Collision Reporting Centres (CRCs) at three police stations across the city to deal with collisions in which there are no injuries and the vehicle remains driveable. These Centres are equipped to efficiently process collisions and take photos of damaged vehicles. The CRCs offer many benefits to the public and to OPS, including improving road safety and traffic flow by clearing incidents from the roadway, providing motorists the opportunity to self-report in a safe environment, and freeing up 8,600 hours of patrol time.
- Online Reporting.** In an effort to enhance service to the community, the OPS expanded the number of options for reporting crime by launching online reporting in 2015. Online reporting allows victims of crime, given certain criteria, to report the crime to the OPS via the internet (using various devices including a smart phone) versus reporting the incident by phone through the Call Centre or having an officer dispatched to take a report in person. Reports can be taken online relating to traffic complaints and for property crimes under \$5000 against individuals such as thefts, lost property (if the property has distinct marking such as a serial number or custom engraving), and mischief or damage to property unless a threat was made or violence was used, or there was a witness to the crime or evidence was left at the scene, or if the report pertains to graffiti or vandalism that may be described as hateful or gang-related. Some incidents will still require an officer to be dispatched to take a

crime report in person, but this option will both free up resources, and make it easier for the community to report certain types of incidents in an easy, convenient and efficient manner.

- **E9-1-1.** During the planning period, the OPS was involved in enhancements to access to emergency services for members of the deaf, hard-of-hearing and speech-impaired communities that would allow registered participants to communicate directly with a 9-1-1 call taker using text messaging. By the end of 2015, the upgrade to 9-1-1 was installed and was operational. It is anticipated that texting to 9-1-1 from the hearing and speech impaired community members who register with their service provider will be launched in early 2016.

Radio System Upgrade. During the planning period, the OPS participated in a City of Ottawa initiative to replace the current radio system with a new system that offers better coverage and additional capabilities that will facilitate communication and coordination with the Ottawa Fire Service, all city services and various public safety partners such as RCMP, Military Police, OC Transpo Law Enforcement). The new radio system was in its final installation phase with the City in late 2015, and the project deployment date for the OPS is in 2016.