

Report to / Rapport au:

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

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Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Randy Mar, Chief Strategy Management / Randy Mar, Chief Strategy Management
Officer / Dirigeant principal de la gestion stratégique**

MarR@ottawapolice.ca

SUBJECT: 2016-2018 BUSINESS PLAN CLOSE-OUT REPORT

OBJET: VERSION FRANÇAISE

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 summarizes progress on the strategic priorities and outcomes of the 2016-2018 Business Plan. Updates have also been provided through the Annual Report and quarterly operational performance reports.

DISCUSSION

The Police Services Board approved the 2016-2018 Business Plan on 25 January 2016. The Plan introduced an updated Vision and Mission and outlined the Service's strategic priorities and how they would be achieved.

Theme: 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

The Plan included three strategic priorities:

- Community – working with our communities on our shared responsibility for safety
- Members – engaging and investing in all our people
- Service – delivering service excellence through our operations

Throughout the planning cycle, the Board and the Service routinely monitored progress, and revisited strategy in 2017 to adjust to priorities for the remainder of the term. This was reported to the Board in January 2018. In summary, *engaged and supported employees are better positioned to deliver quality service, and will positively interact with our communities.*

Each of the revised goals and objectives were mapped to one or more of the eight targeted outcomes; and the results are reported in the table below.

Progress Report

Reflecting on the past three years, the OPS has delivered on its core policing responsibilities and has completed many activities in support of the Plan. This has been accomplished while managing operational pressures and major events (Canada 150), implementation of the Service Initiative, budgetary constraints, and ensuring compliance with legislative changes. Below is a summary of key accomplishments and activities in support of the refined service goals and objectives:

Service

The Ottawa Police is committed to delivering quality service to residents, businesses and visitors. Services provided must comply with legislative requirements, meet community needs, and be delivered in a fiscally responsible manner. As defined by the revised goals, delivering quality services was

achieved through the implementation of the Service Initiative (Si) and our modernization plans, including:

- Implementation of the **Service Initiative (Si)** Program concluded on April 30, 2018. At that time, the OPS had realized true savings of \$1.1M through a reorganization of courts, reduced facilities requirements and compensation savings from reclassification of positions on the Frontline. In addition to the direct savings, the initiative generated efficiencies enabling the reinvestment of 70 positions. Once all SI program service delivery changes are fully operational and stabilized, it is estimated that a total of 143 FTEs will have been realized, resulting in approximately \$14.3M annual re-deployable savings. Additional highlights of the program include:
 - Improved demand management by redirecting calls service requests outside the OPS mandate;
 - Expanding online reporting to increase accessibility and improve service;
 - Establishing the Ottawa Police Service Operations Centre (OPSOC) to provide citywide situational awareness and virtual backup to the frontline;
 - Implementing a community centric deployment model with unified command structure aligned with Ottawa neighbourhoods;
 - Centralizing all investigative functions under a single chain of command to improve accountability and the fluidity of resources;
 - Realigning the courts liaison delivery model with improved processes; and
 - Improvements to the organizational structure that enable fluid movement of resources and increase collaboration.
- Continued implementation of projects within the **Facilities Strategic Plan (2017-2033)**.
 - Using innovative real estate solutions in conjunction with recommendations from the Workplace Innovation Project (WIP), overall savings of \$72.2M or 30% are expected over the life of the plan. In the last three years, activities have revolved primarily around the Elgin A refit and the development of the new South

Campus. Specifically: a workplace strategist was engaged and the need for an alternative workplace strategy (AWS) identified; the corporate space standards modernization (CSSM) project was launched; and related to South Campus Phase 1, a campus master plan (South Campus Phase 1) was developed, site due diligence was completed, the prime consultant team is currently working on schematic design, and a community open-house was held to discuss how the new facility would fit into the community.

- Progress towards critical elements of an **Integrated Community Policing Strategy** (community interface strategy; OPSTAT; CSS strategy; POP; and DFSS) including identification of interrelated processes to mobilize the integration.
- In support of the **Modernization Roadmap**, engaged PwC in 2017. An assessment was made of OPS' current capabilities in the areas of Enterprise Architecture, Information Management and Enterprise Security. Subsequently, tactical roadmaps were prepared for each area and an overall Modernization Roadmap was completed that prioritized projects to be delivered. Beginning in July 2017, efforts focused on completing foundational design and planning work for the member information system, enterprise asset management, information management, collaboration, frontline mobility, frontline innovation and information security.
- Ottawa, like other cities across Canada, has continued to see an increase in serious violent crime in recent years. Aligned with Crime Prevention Ottawa's (CPO) Ottawa **Street Violence and Gang Strategy**, the OPS has developed an internal enterprise-wide approach to support this organizational priority. Officers across the service including Frontline officers, Drugs, Street Crime, DART (now PIVOT) and Guns and Gangs have been leading efforts to hold offenders accountable. In advance of federal funding expected in 2019, the OPS received approval to hire ten additional officers (direct entry) in 2018. These officers were brought on board in October 2018 and are currently assisting with shooting investigations, proactive investigations, and community based enforcement and suppression initiatives. The OPS also submitted a proposal to the Province for 22 additional officers to directly support guns and gangs enforcement.

Additional activities in support of guns and gangs prevention are the establishment of a memorandum of understanding (MOU) with the John Howard Society for gang exit strategies and early intervention; coordination of intervention referrals to Time 4 Change; participation in the Ontario Justice Education Network (OJEN), Ontario Black Youth Action Plan (BYAP), high risk community homework clubs, and activities with the Ottawa Boys and Girls Club; joint patrols with Ottawa Community Housing; and rebranding and expansion of the former Direct Action Response Team (DART) into the Prevention and Intervention of Violence in Ottawa (PIVOT) unit that will focus on enforcement and suppression activities as well as activities to support neighbourhoods most impacted by street level violence.

- In support of the Chief's operational priority to reduce **Violence Against Women**, the OPS' Sexual Assault and Child Abuse Unit, along with the Partner Assault Unit work diligently with both internal and external stakeholders to ensure a victim-centred approach to all investigations. During the reporting period, an Ottawa-based version of the Philadelphia case file review model was adopted; Domestic Violence and Sexual Violence Advocate review tables were created; the Sexual Assault Responding Officer (SARO) program was launched; local festival security staff and volunteers were trained to recognize the signs of a potential sexual assault occurring; the coding of historical sexual assaults changed and Call Centre staff were trained; video recorded interviews of victims while in hospital was introduced; additional investigative support for sexual assault and partner assault units was hired; and the Sexual Assault and Child Abuse Unit was increased by adding another section of four detectives and a sergeant in Q1 of 2018.

In 2017, there was public concern with the volume of sexual assault cases in Canada cleared as "unfounded". The OPS started addressing this issue in 2012 following an internal review of coding and clearing practices in consultation with Statistics Canada and community partners. In 2017, the Police Information and Statistics Committee (POLIS) of the Canadian Association of Chiefs of Police (CACP) developed recommendations addressing the feasibility of reinstating collection of unfounded data and the need for consistent and standardized reporting of all "founded" and "unfounded" incidents. The Statistics Canada Canadian Centre for Justice Statistics (CCJS) recently updated the definitions for both "founded" and

“unfounded” as per the recommendations from POLIS. Improvement to these definitions will help police services across Canada report incidents to Statistics Canada in a consistent fashion. In 2018, all OPS Staff Sergeants and Sergeants (Case Managers) were directed to complete the Canadian Police Knowledge Network (CPKN) course “Standards for Reporting Founded and Unfounded Incidents” to support the consistent classification of incidents

- In support of the Chief’s operational priority to improve **road and traffic safety**, the OPS developed a Traffic Plan to educate, raise awareness, encourage compliance and actively engage hard to reach audiences. During the reporting period, the OPS also introduced new technology in the form of drones and automatic license plate readers; installed thermal cameras along O’Connor Street and bike lanes (Smart Cone Project); and continues to work with Safer Roads Ottawa and community partners on the Fatal Collision Review Committee, and Selective Traffic Enforcement Program (STEP).
- Together with our law enforcement partners, OPS also successfully planned and executed policing activities in support of two **major events** during the reporting period, including the North American Leaders Summit (NALS) in 2016, and over 35 Canada’s 150th events.
- There were several key **legislative changes** in the reporting period that impacted how OPS conducts its business, including Bill 175 that introduced a way to strengthen police oversight and redefined officer duties, however the Progressive Conservative government postponed implementation of the proposed legislation in June 2018; introduction of Regulated Interactions designed to ensure that ‘street checks’ are conducted without bias or discrimination; Bill C-75 to respond to R v Jordan and reduce delays in the criminal justice system; and legalization of Cannabis.
- The OPS maintained proactive patrols in high density neighbourhoods such as the Market and Vanier, through community safety weekends and the maintenance of the Bicycle Patrols and Beats. OPS FLD enhanced service delivery through development of a dedicated bikes and beats unit which will perform FLD duties through walking the beat and riding bikes. The unit launched in January 2019.

- To address service delivery concerns raised by the community and our membership, the OPS added 25 new officers in each of 2016, 2017 and 2018 to the total complement. The Service has requested an additional 30 officers in each of 2019, 2020 and 2021. This is part of a plan to address attrition and growth over the next five years.
- The OPS continues to work with its partner agencies to support the community by responding to multi-faceted situations such as the tornado in the Fall of 2018.

In summary, the OPS is dedicated to continuously improving service. Through internal reviews and feedback from Ottawa residents, the OPS will continue to refine the service delivery model to meet the needs of the communities it serves.

Members

The Ottawa Police employs a professional and dedicated membership committed to protecting the safety and security of our community. Having an engaged workforce directly contributes to improved operational performance. As defined by the revised goals, the Service aims to ensure that the membership is engaged through personal support, professional development and routine communication. Below is a summary of key accomplishments and activities over the past three years in support of these refined Member related goals:

- As shown in the 2015 and 2018 Member Surveys, one of the key drivers of member engagement is **professional growth**. During the reporting period, a new sworn member transfer program with fixed term and anchor positions was introduced to ensure fair, consistent, accessible, transparent and non-discriminatory application of the selection process; short-term developmental rotations were introduced to give Frontline Constables opportunities for career development; and the promotions and sworn transfer policies were updated. The job evaluation program for civilians was also updated.
- Members require **new and updated training, tools and supports** to effectively and efficiently do their jobs. During the reporting period, expansion of the Conducted Energy Weapon (CEW) program was approved and is currently being implemented; a fleet review was conducted; frontline mobility projects (e.g. cell-phones for frontline members, Mobile work Station replacement and ergonomic fit up of vehicles) were piloted; naloxone kits were issued to frontline members; the

OPS participated in the city-wide radio project; and new technology was introduced such as drones and automated license plate readers.

Examples of training during the reporting period include but are not limited to de-escalation, diversity, regulated interactions, cannabis, R2MR, FLD training days. Initiatives such as the Patrol Advisory Group and implementation of a continuous improvement program help identify opportunities to back of house processes that will help improve the efficiency and effectiveness of services.

- **Staffing levels** has been identified as an organizational risk. A new Training and Development Directorate was created to provide a dedicated focus on member recruitment, training and development, to hire approximately 500 sworn officers over the next five years; additional background investigators have been hired; targeted recruitment efforts are being made; a bonafide occupational requirement review of all sworn job descriptions was completed; and an accommodation strategy will be developed in 2019.
- The OPS values the physical, psychological, emotional and spiritual **wellness** of its members. During the reporting period the Real You Program was renewed; a post-traumatic stress disorder (PTSD) Prevention Plan was developed; building and implementing factors towards implementing the national standards for psychological health and safety in the workplace continues through mandatory Road to Mental Readiness (R2MR) training being delivered to all Members; a Peer Support program was developed and implemented for all active and retired Members; wellness culture research was conducted; and an early intervention program is being developed.
- The OPS is committed to **Equity, Diversity and Inclusion (EDI)** both internally within the Service, and externally in how we serve our communities. This concept was introduced in the 2016-2018 Business Plan and continues to be an area of focus. Research conducted during the review period includes a gender audit, a diversity audit (currently underway), and the 2017 Member Census. Policies such as Equitable Workplace Environment, Promotions, and Transfer were all updated to include EDI principles; and in partnership with the Centre for Intercultural Learning at Global Affairs Canada, training related to human rights, GBA+, and bias was developed and delivered. A related activity is the expansion

of the Respect, Conduct and Values (formerly respectful workplace) program.

Community

Ottawa is made up of many diverse communities. The Service needs to continue to foster and build relationships with our communities. As defined by the revised goals, we will do this by:

- Building on community engagement and partnerships to further the development of the community policing strategy;
- Implementing the bias-neutral policing plan that coordinates action, builds diversity leadership and creates a culture that embraces equity, diversity and inclusion; and
- Diversifying our membership to better reflect the demographics of the communities we serve.

Below is a summary of key accomplishments and activities over the past three years in support of these refined Community related goals:

- The OPS is continuously **engaging and consulting** with the community it serves in an effort to improve trust and confidence. During the reporting period there were some notable activities which include the SI Community Advisory Group (SI-CAG); the Outreach Liaison Team (OLT) that engaged with over 1,000 community members in 2016/17; and multiple consultations and events related to policing and project planning (e.g., regulated interactions, TSRBDP, new south campus). Another key activity during the reporting period is the re-launch of the community-based consultative group now called the Ottawa Police Community Equity Council (CEC) (formerly COMPAC).
- With the work of the Traffic Stop Race Data Collection project, Outreach Liaison Team and other community engagement and consultation processes as the backdrop, the OPS has committed to developing a **multi-year action plan for bias-neutral policing** in order to support equity, diversity and inclusion in the organization with activities in the areas of human resources, policy and procedure, training, research and data collection, and engagement. During the reporting period, OPS completed a traffic stop race based data project, and continues to collect data and refine processes to increase accuracy and completion rates of

reporting; conducted a diversity audit; reviewed policies; and implemented new fair and impartial training.

- The OPS continues to develop a **Community Policing Strategy** including but not limited to: realigning community development and community relations within the new service delivery model; developing a community engagement toolkit; realigning the community policing management committee within the new service delivery model; continuing to work with the community on a problem-address framework; holding Ontario Justice Education Network (OJEN) and parent information nights; participating in crime prevention through environmental design (CPTED); participating in community committee for supervised injection sites (SIS); Safer-Roads Ottawa; and expanded post-incident neighborhood support networks.
- The OPS is a **partner** in the in the delivery of community safety services in Ottawa, and works in tandem with other law enforcement and service delivery agencies. For example, the OPS established and continue to expand formalized community networks (FCNs) and joint-action plans; expanded the Multiagency Early Risk Intervention Tables (MERIT) city-wide, and developed a strategy to increasing community resilience against violent extremism; and new tools such as HealthIM assist our frontline members, hospital clinicians, and ultimately the patient. OPS also continues to work with organizations including but not limited to Crime Prevention Ottawa, Crime Stoppers, the John Howard Society, community associations, community resource and health centers.
- **OPS is committed to diversifying our membership** to be reflective of the community. One example of how we are currently doing this is by tracking race and gender at various stages of the application process to assist in determining if there are systemic barriers in either the OPS or external processes; and by providing recruiters and background investigators with training in cross-cultural competencies. We expect the results of the diversity audit currently underway to make further recommendations in this area.
- The OPS also actively supports the community by giving back. Examples are the annual gala, participation as Board members in community groups such as the Boys and Girls Club, OPS Hoopstars, and the hundred of volunteer hours invested by our members on their own.

While significant progress was made towards the achievement of the 2016-2018 Business Plan, some objectives will continue into the 2019-2021 planning period, where members, community and service remain the three critical priorities.

Development of 2019-2021 Plan

The Board is actively engaged in the development of the 2019-2021 strategic plan through its Policy and Governance (P&G) Committee, and held two planning sessions with the Service in September and October. Based on the Environmental Scan (internal and external context including crime data), and recent research (public opinion, member engagement, and member census) that was presented to P&G and the full Board in November 2018, the emerging strategic goals are:

- Refine the service delivery model to be more responsive to community needs
- Equip and support our members to effectively serve our community
- Work together with the community to ensure meaningful progress on equity, diversity and inclusion

The Board and the Service are currently working together to develop objectives and indicators for these strategic goals. The draft Plan will be tabled to P&G for feedback in February, with approval by the Board planned for March.

CONSULTATION

External consultation not applicable as related to reporting on 2016-18 activities.

Enhanced public consultation methods were employed as part of the development of the 2019-2021 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

The 2016-18 theme *Innovation and Investment in Community Safety* was about achieving our vision of being a trusted partner in community safety, and delivering effective policing services to the citizens of Ottawa. We continue to believe that by engaging and supporting our employees, they will be better positioned to deliver quality service and will positively interact with our communities. Following a mid-term refresh, a focused approach in 2018, the activities and accomplishments during the reporting period have moved us towards achievement of this goal. On behalf of the Service, I am pleased to report our progress on the Plan.