

Report to / Rapport au:

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

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Submitted by / Soumis par:

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**SUBJECT: 2019-2020 STRATEGIC DIRECTION FOR THE OTTAWA POLICE
SERVICE : SEMI-ANNUAL REPORT**

**OBJET: ORIENTATION STRATÉGIQUE 2019-2020 DU SERVICE DE POLICE
D'OTTAWA : RAPPORT SEMESTRIEL**

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 Adequacy and Effectiveness of Police Services, s.30(1) requires that every board prepare a business plan at least once every three years to guide the delivery of policing services to the community. Also, in accordance with Ottawa Police Service Board (OPSB) Policy "BC-2 Monitoring Requirements, Chief's Requirements, Section 2(g)", the Board is to be provided with a semi-annual status report on the Business Plan.

The 2019-2020 Strategic Direction is the Board's eighth plan since 1995. It was informed by feedback received from residents, businesses, school boards, community

partners and stakeholders, city councillors, OPS members, and members of the OPSB and aims to strengthen the day-to-day delivery of policing services to the community, including: responding to emergencies, investigating crime, maintaining public order, assisting victims, enforcing the law, and preventing crime.

At the time the Plan was developed, the Service was in a period of transition: a new Board had been established; recruitment of a new Chief of Police and Chief Administrative Officer was underway; new legislation (the Ontario Police Services Act) was emerging; and, work on a city-wide Community Safety and Well-Being Plan had commenced.

The Plan continues to focus on the three thematic areas of Community, Service, and Members. Given the transition period, this Plan has a shortened horizon of 18 months taking the Service to the end of 2020. The Plan is both strategic and tactical, and identifies four key priorities that cut across the three thematic areas, and will position the OPS to better respond to community and member needs in the short term.

DISCUSSION

Approved by the OPSB on 24 June 2019, the 2019-2020 Strategic Direction outlined the Service's priorities for an 18 month period as well as how they will be achieved. The priorities included:

- Advance Community Policing;
- Support Our Members;
- Modernize Our Work Environment; and,
- Make Meaningful Progress on Equity, Diversity & Inclusion.

Within each of these priorities, activities and/or key deliverables were identified. This report outlines some of the milestones and achievements associated with those activities and deliverables. A summary of the progress made during the initial six months, from June 2019 into January 2020 is presented below.

Advance Community Policing

Acknowledging that safety is a shared responsibility, the OPS is committed to working with members of Ottawa's diverse communities. As a result of community feedback, the OPS identified areas wherein action would strengthen neighbourhood presence, enhance service delivery partnerships, and enhance education and awareness.

Neighbourhood Resource Teams

- Following a planning, hiring, and training period, three Neighbourhood Resource Teams were deployed into the Vanier/Overbrook, Carlington/Caldwell, and Heron Gate/South End neighbourhoods on 28 October.
- With dedicated officers complemented by Community, Traffic and School Resource officers, NRTs are envisioned as the cornerstone to increasing community-based policing, and preventing and reducing firearm violence along with other associated violent street crimes in Ottawa.
- More than 1,600 interactions, including over 600 involving relationship building and working with school partners, accounted for almost 3,000 hours of officer presence and community interaction in these neighbourhoods.
- NRT and police presence led to 70 arrests (breaches of release conditions, drugs, and trespassing and traffic offences, as well as for more serious crimes such as domestic assault, sexual assault, forcible confinement, and robbery); all in the first two months of activity and recorded through an internally-developed, real-time, activity tracking app.
- A Carleton University-led pre and post-evaluation is underway, including comprehensive surveying and facilitated sessions with community members.

Street Violence & Gang Strategy

- The PIVOT (Prevention and Intervention of Violence in OTtawa) team continues to undertake proactive measures targeting street-level violence and gang activity, including referrals to John Howard Society's Time4Change, participation in homework clubs, joint patrols with Ottawa Community Housing, as well as working with OJEN and OBYAP
- Continued examination and focus of Guns and Gangs, Drug, Intelligence, and Investigative activities in support of the Ottawa Street Violence and Gang Strategy.
- The number of shootings remains on a modest downward trend for 2019, compared to the previous two year period. As well, nearly 70 illegal firearms were seized in 2019.
- Research into international and North American best practices toward addressing gun and street violence is nearing completion and will be presented to the Board as part of the OPS response to City/Councillor King motion.

Violence Against Women

- Established MOUs with Ottawa Victim Services and Canadian Centre for Child Protection to improve support provided to victims of crime and sexual violence.
- Completed staffing of four sexual assault investigator positions, along with increasing the investigator complement in Human Trafficking.
- Continued partnership and sharing of data with the Domestic Violence Review Committee and the Sexual Violence Review Committee following practices developed in the Philadelphia Case Review model

Road Safety Roadmap

The OPS continues to increase investments in resources, technology, partnership activities, intelligence-led enforcement, and media campaigns

- Increased use of online/social media presence to highlight enforcement activities as a way to provide cautionary/educational announcements to the public.
- As part of efforts to increase school zone safety, four additional school buses were equipped with cameras to capture instances where vehicles pass stopped school buses.
- Monthly Strategic Traffic Enforcement Priorities (STEP) continues as part of Safer Roads Ottawa initiative. Recent priorities have included Red Light and Stop Sign Enforcement, Impaired Driving and Unsafe Lane Changes, and Follow to Close. Additionally, OPS conducted 12 R.I.D.E. programs throughout December, for a total of 62 in 2019.
- Added two Automated Licence Plate Reader (ALPR)-equipped vehicles to Frontline Patrol and trained over 130 Frontline Officers. In the last six months, the ALPRs led to the identification and charges of almost 300 suspended drivers.

Community Safety and Well-Being Plan

- The Senior Leadership Team had a productive and engaging session with the CSWBP Program Manager and confirmed ongoing support to City of Ottawa-led planning team as the overall plan is being formed.
- On-going provision of crime, traffic, and disorder data to support the foundation planning work.
- The community safety well-being framework will help guide collaborative and multi-disciplinary efforts as NRTs expand across the City.

Support Our Members

The Ottawa Police Service has taken steps to improve in key areas identified by our Members, including the sworn staffing allocation model; equitable access to training and development opportunities; and improving relationships both internally and with our Associations. In order to deliver a balanced whole-person approach to overall health for members, the Service is working towards a comprehensive Wellness Strategy that incorporates prevention through programs, providing supports, reducing stigma, and research. Below is a summary of the progress made.

Organizational Staffing Stabilization

- Conducted a comprehensive review of front-line staffing levels to identify, evaluate, and prioritize options to optimize short and long-term staffing levels.
- Tabulated a snapshot of the trends and operational impact of short and long term absences, along with acting and other temporary assignments, on turnout rates and effective strength, with associated root causes.

Training & Development Review

- A draft career development program has been developed which includes a variety of strategies and incorporates an updated training/learning plan as well as reviews of promotional processes and performance management programs.
- Conducted an audit of the Coach Officer program and identified areas where changes could be made to improve efficacy and oversight. Undertaking management review and validation along with action planning to address improvement recommendations.

Foster Positive Relationships with Associations (SOA, OPA)

- The OPS continues to work with OPA and SOA leadership to improve relations in order to address emerging labour issues, improve grievance solvency, and achieve successful bargaining outcomes. This includes more frequent informal as well as regularly scheduled meetings.

Early Intervention and Peer Support

- A six-month Early Intervention program was piloted and evaluated. Participants were generally positive about the program with over 1,500 alerts raised and 67 cases created. Recommendations to refine and expand the program were brought to SLT, including introduction of EI software for more rapid tracking and the staggered service-wide roll out of the program in 2020 beginning with FLD and the Communications Centre.

- The third Peer Support training/workshop was delivered to 32 Peer Supporters that included active members, retirees, and family members. This was the first session that included Peer Supporters from both the Ottawa Paramedic Service and Ottawa Fire Service. The Peer Support program continues to grow in response to organizational need and feedback.
- Launched an online Peer Supporter Notes Platform for our Peer Supporters. This is a secure repository where only supporters can track work, while ensuring the anonymity of participants. Approximately 300 interactions have been logged since the inception of the Program.
- Angela Slobodian, A/Director of Wellness, participated on the Expert Panel on Police Officer Deaths by Suicide. The resulting recommendations and good practices contained in the *Staying Visible, Staying Connected for Life* report are being incorporated into our overall Member Wellness Program.

Modernize Our Work Environment

The Ottawa Police Service will continue to address issues associated with critical equipment, prepare for NG 9-1-1 technologies, and improve how the public reports non-emergency incidents online. Planning activities for the new South Campus continue.

South Facility Phase 1

- Building permit application submitted to the City for review and approval
- A “Request of Prequalification” of General Contractors was released and is due to close in Q1 2020.
- Completed Public Art selection process identifying the artists and installation pieces for the lobby and exterior entrance

Modernization Roadmap

- Review and reprioritization of MR funding envelope is underway. The overall pace and progress of the Program has been impacted by this review. Despite the slowdown, several key accomplishments have been achieved.
- Completion of the Windows 10 and Office 365 Pilot - this included the migration of the first 100 users to pilot and test the O365 Suite productivity and collaboration tools between September and December. An assessment and recommendations report for full implementation is currently being reviewed.
- Business Intelligence and data warehouse portals are moving beyond concept development and planning, and will be undergoing User Acceptance Testing in January.

- Development, testing, and implementation of various software and hardware components related to Foundation & Security and Frontline Mobility are underway or nearing completion.

Next Generation 911

- With the initial design of the phone system having been completed, preliminary training and installation of hardware has been completed.

Service Delivery - Back Office Integration

- OPS engaged PGF Consultants in July to lead a review of Back Office functions at OPS and develop recommendations and a high level implementation plan.
- Subsequently, staff presented the recommendations report to the Finance and Audit Committee and identified the plans to be included in the 2020 Draft Budget. Twelve back office functions were reviewed and five functions were recommended for further integration with the City.
- In October, Phase 1 of Back Office Integration Initiative was announced involving the re-organization of the HR functions and further integration with City HR systems and processes. These changes took effect 01 January 2020 and results in annualized savings of \$0.5M.
- The 2020 Draft Budget was tabled and ultimately approved, with \$1.7M in savings from Back Office Integration and a further \$1.0M included in the 2021 forecast.

Service Delivery - Enhance Online Reporting

- A user experience survey to collect quantitative and qualitative data on content, design, efficiency, and usability is currently active on ottawapolice.ca. Survey data will serve as the basis of improvement efforts in Q1 2020.

Radio Project

- All portable deployed radios have been programmed with modified settings to address user issues and operational performance.

Make Meaningful Progress on Equity, Diversity & Inclusion

An Equity, Diversity, and Inclusion (EDI) lens fosters the diversity of perspectives that strengthens the capacity of work teams, creates a positive and respectful work environment, creates a workforce and service that is reflective of our communities, and helps us address systemic barriers and inequities. To accomplish this, the Ottawa Police Service is building a governance model for EDI, and developing an action plan

that brings together all of the EDI related activities to ensure we are making meaningful and measurable progress on EDI. Progress is highlighted below.

Governance Model and Action Plan

- Implemented a Dynamic Mode for the Member Census, allowing the ongoing collection of demographic data to provide more accurate picture of our members at any given time. This allows for appropriate updates to programs, policies and procedures, and other changes supporting all members.
- Nearly 420 senior officers, staff sergeants, sergeants, and managers have completed Authentic Inclusion training workshops developed and adopted for Ottawa Police by the Centre for Intercultural Learning, Canadian Foreign Service Institute, Global Affairs Canada.
- Hosted the fifth annual Human Rights Learning Forum in December, bringing together over 200 members of the public, which included key stakeholders, Ottawa Police Service members as well as members of the Police Services Board. The forum allowed for an interactive engagement session to learn about key findings from Traffic Stop Race Data Collection and the Diversity Audit Report, and to provide input into the draft EDI Action Plan as well as priorities for 2020.

Community Equity Council (CEC)

- The CEC established committees to focus on Anti-Racism, Hiring and Training, Communications, Indigenous Relations, and Trending Issues.
- The Trending Issues Committee provides ongoing and incident specific relationship advice to leadership as critical incidents related to Faith-Based, Indigenous, and Racialized communities arise.
- The CEC organized five listening circles with a variety of groups, including Ottawa Police Service members and Community Police Officers, and members of the Indigenous, Somali, and Inuit communities, along with the African Canadian Association of Ottawa (ACAO).

GLBT Liaison Committee Review

- Review and restructuring of the OPS GLBT Liaison Committee has commenced, presenting an opportunity to critically reflect on its work and structure in the current context of policing and LGBTQ2S+ communities.

Establish Employee Resource Groups

- Employee Resource Groups such as Women's Internal Network & Support (WINS), Ottawa Police Pride (OPP), and an ERG for racialized members, have been formalized and launched. ERGs provide employees with a service-supported structure, headed by an Executive Sponsor, with which employees can engage, network and share ideas to address areas of concerns. Leads continue to meet on a monthly basis, furthering development of the Groups and making efforts to engage more with civilian membership as well as Associations.
- ERG Leads and volunteer Special Event Planners are organizing staff gatherings to recognize significant community events ranging from Black History Month, International Women's Day, and International Day for the Elimination of Racial Discrimination, to Asian Heritage Month and National Indigenous Peoples Day, among others.

CONSULTATION

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

FINANCIAL IMPLICATIONS

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

SUPPORTING DOCUMENTATION

Not Applicable

CONCLUSION

This report is the first accounting of the activities and accomplishments under the refocused and shorter-term Strategic Directions approved by the Board in June, 2019. Community-based policing, staffing, membership wellness as well as equity, diversity and inclusion remain the key priorities for 2020 and beyond. Recent announcements have begun to articulate how the Ottawa Police will deepen its community relationships, enhance problem-solving, bolster front-line staffing, as well as respond to street and gang violence through enhanced intelligence-led strategies.

Specifically, three new Neighbourhood Resource Teams will be located in the ByWard Market/Lowertown in May, and Centretown and Bayshore in the Fall. These three new teams will add to the current NRTs located in Vanier/Overbrook, Heron Gate/South Ottawa and Carlington/Caldwell that were deployed in 2019, and reported on above. These neighbourhoods were selected due to an increased volume of crime (including gun, gang and drug-related violent street crime), the presence of complex social issues

that underpin most crime (housing, employment, education, health, marginalization, discrimination, etc.) and a high number of calls for police service.

The NRT officers will be dedicated exclusively to their assigned neighbourhoods for a minimum of two years, where they will work in an integrated and coordinated way with local community residents and partners, not-for-profit organizations, business associations and city staff to assess and address crime, social disorder and their underlying socio economic issues. The NRTs are composed of experienced officers with the personal and professional maturity to manage complex crime and socio economic issues affecting their assigned neighbourhood.

The officers will have proven foundational policing skills for crime prevention, order management, emergency response and law enforcement - they will also receive specialized training and development including: problem solving, conflict mediation, effective communication, (inter)cultural competency. The NRTs will be dedicated to a single neighbourhood for multi-year assignments - each NRT will also be allotted an appropriate dedicated complement of School Resource Officers (SRO), Community Police Officers (CPO) and Traffic officers.

The next semi-annual report in July will present further updates on our continuing progress in implementing the Board's overall direction.