

*commitment · quality
flexibility · discipline
rigour · integrity*



**Ottawa Police Service
Frontline Deployment Model
Consultation Report Back
June 23, 2016**

atfocus

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Consultation Overview

The Ottawa Police Service (OPS) conducted consultations regarding the Frontline Deployment (FLD) model which included four focus groups, an online questionnaire, and individual presentations to various community/interest groups. One of the focus groups consisted of Ottawa Council members, the other three were sent to targeted stakeholder groups and partners, but anyone with interest in the consultation process was allowed to attend. Advance sign up was encouraged through various communications, but participation could also occur without signing up in advance.

Focus Groups

The focus groups were held at various locations throughout the city on different dates/times to encourage as many participants as possible. More specifically, the focus groups took place on:

- Monday June 6, 1 p.m. (Council members): City Hall
- Tuesday June 7, 12 p.m.: Woodvale Pentecostal Church, 205 Greenbank Road
- Thursday June 9, 6 p.m.: City Hall
- Friday June 10, 12:30 p.m.: Richelieu-Vanier Community Centre, 300 Pères-Blancs Ave

In total, 14 councillors and seven representatives of council and the mayor attended the June 6 focus group, with some of the councillors also attending a second community focus group. In total, 167 individuals registered for the community focus groups, with 86 attending the actual sessions.

Each of the focus groups was facilitated by AtFocus. Our role was to facilitate the focus groups and provide an overall report back. Each focus group followed the same flow. Deputy Chief Jill Skinner provided an overview presentation of the Service Initiative (SI) Program and more specifically of the FLD model. The presentation is posted on the OPS website. The Deputy answered any/all questions participants had. Participants were encouraged to submit any additional questions to AtFocus, to participate in the online questionnaire, or email the SI Program if they had additional input or questions after the session. Post presentation and questions, participants were asked to break into smaller break-out groups. Each break-out group was facilitated by an OPS representative to discuss/answer the following questions:

1. *What do you value most about community policing?*
 - a. *Does this proposed deployment model address/include what you value?*
 - b. *Are there areas for improvement?*
2. *What thoughts do you have as we move towards implementation of the model?*
3. *How should we continue to involve the community?*

Each break-out group reported back their three to four main discussion themes.

Please note: The presentation was available as a French handout and break out groups were facilitated in French as requested.

Online Questionnaire

An online questionnaire, which was available in English and French, was deployed on Tuesday, May 17, 2016, and available until end of day, Friday, June 10, 2016. A copy of the questionnaire can be found in **Appendix A**. A combination of open-ended, rating scale, and multiple choice questions were asked in order to solicit general input from participants without being constrained by solely direct-entry questions.

In total there were 816 respondents.

Additional Consultations

Members of the OPS also held meetings with individual councillors and various stakeholders and partners to present the FLD model, answer questions, and receive input. Presentations were made to groups such as the Community Police Action Committee (COMPAC), the Gay Lesbian Bisexual Transgendered (GLBT) Committee, the Ottawa Neighbourhood Watch Executive Committee (ONWEC), the Ottawa Council of Business Improvement Areas (OCOBIA), and the Community Development Framework (CDF) Steering Committee.

The OPS also invited written submissions to be sent to serviceinitiative@ottawapolice.ca. A total of 14 submissions were received, some from partners who also took part in the face-to-face consultation opportunities.

Consultation Report Back

Overall Summary of All Consultations

Five overall themes consistently emerged throughout all of the consultations, including the online questionnaire. These themes made up the majority of discussion, written submissions, and questionnaire responses. The themes related to:

1. Community Police Officers (CPOs)
2. One Point of Contact
3. Training
4. Data and Knowledge
5. Measurement of Model

Themes one to three were strongest across all consultations and dominated discussions. Themes four and five were also strong but varied in the level of discussion at different focus groups. The themes, presented in order of priority, include the following:

1. CPOs: The majority of comments, questions, and discussion across all consultation efforts revolved around the notion of having a CPO, specifically, that having officers who know and are trusted by the community, who are reliable, familiar, and available, and who can attend community events so that they can be “seen,” is critical. It can be summed up that the majority of participants do not want to see the CPO role eliminated.

- *It takes a long time to build trust, relationships, and knowledge of the community; and*
- *Community Police Officers require exceptional skills and they need to be trusted.*

2. One Point of Contact: Although the discussions around the CPOs also crossed over to discussions regarding one point of contact (OPOC), the need for OPOC emerged frequently and as a critical and different theme from the first theme. OPOC is required to ensure that accurate information, guidance, and service is easily accessed. As such, the OPOC needs to be easy to reach and available (not just in emergency situations). There were concerns that individuals and the community could lose the connectivity with known individuals. Keeping the continuity of the OPOC is essential as the trust relationship is built over time. When a change must occur in the OPOC, a transitional/crossover period should exist where the current OPOC trains and transfers knowledge to the new one in order to continue the requirement of deep knowledge and roots.

- *One officer that knows the community is better than many who don't.*

3. Training: Many participants focused their comments on the need for a variety of training. Training in the areas of mental health, violence against women, and diversity and cultural sensitivity, was singled out as most required. In addition, training on how to talk to people (e.g. youth in particular) was also mentioned. Participants also felt that all officers should be given the training a CPO has and learn how to interact and build sustainable relationships with the community.

- *Have successful CPOs train other officers.*

4. Data and Knowledge: The sharing of data and knowledge between the OPS, individuals, and the community, is required. Participants asked for a facilitated way to share data at a neighbourhood and community level – both in providing and receiving. It was also raised several times that it would be important to know what key data the police require. In addition to data, the community is also looking to receive general feedback from the police on their own individual neighbourhoods.

5. Measurement of Model: A number of participants and group discussion raised the requirement that the FLD model should be evaluated against a set of criteria, and the success of the model be reported back to communities. Ongoing measurement of the model, once implemented, would ensure that it “keeps working” and that it responds to changing needs (e.g. if a non-priority neighbourhood needs to be deemed a priority neighbourhood). Although measurement is required, it was acknowledged by a few, that a measurement associated with “avoidance of crime” achieved would be difficult to measure (if not impossible).

Focus Group Questions Consultation Results

In addition to the five overall themes listed previously, the following section provides a report back on each of the questions asked during the focus group break-out sessions. The report back includes all notes taken by each facilitator, the general verbal report back for each group, and any written submission submitted at the end of each of the focus groups (participants were encouraged to provide additional written input at the end of each session). Each break-out group consisted of, on average, six to eight participants and was facilitated by an OPS member.

Question 1: What do you value most about community policing?

- *Does this proposed deployment model address/include what you value?*
- *Are there areas for improvement?*

Participants discussed this question as one question and generally did not answer each specific sub question. Discussions included the following areas:

Model Flexibility. Discussion included the ability to adjust the model to respond to changes, particularly changes in the community or neighbourhood. If an area is first determined to be a high-priority neighbourhood and circumstances change, the model should have the flexibility to adjust and redefine the neighbourhood as a low priority (and visa versa). Generally, the model should be flexible to adapt to changing needs, as one size does not fit all neighbourhoods.

Community Policing Centres (CPCs). Discussion included maintaining the CPCs in order to provide a safe place in the community that individuals could go to with information for the police. Comments included that more people would approach the police if they did not have to go to a police station and that the current CPCs provide that type of “safe” environment.

Service Quality and Standards. During discussions, concerns were raised about a possible reduction in service quality and/or response standards. The model should ensure that there is no reduction in service quality and response rates from today’s levels.

Visible Presence. Participants generally agreed that they require and desire visible presence of police officers. They do not want police or policing teams to become isolated or away from the community. They want police officers to “come out of their cars,” walk and bike the streets more. A personal connection and personal touch is required for the community. It was also noted that the lower-priority areas still need officers to be seen in the community.

Criteria and Definitions. The need to know and understand how high-priority areas will be determined (what are the criteria that will be used), the associated response times for these and lower-priority areas, and a definition of proactive policing. There were concerns raised that depending on the criteria, a stigma maybe applied to high-priority neighbourhoods.

Policing Options. Consideration should be given to a volunteer policing model (like firefighters). Possibly consider “Neighbourhood Teams” to provide proactive policing.

Question 2: What thoughts do you have as we move towards implementation of the model?

During implementation the following requirements were identified for success:

Understanding the Impact. To be able to implement and measure the model, more information related to specific impacts is required (e.g. specific scenarios relating to post-implementation, more details about the new processes). Also, an understanding of the criteria for identifying priority neighbourhoods is needed.

Ongoing Involvement. Early consultations, ongoing feedback loops, and continued involvement are desired as implementation occurs. Participants suggested more direct communication and longer and micro-level consultations. Transparency during implementation is required so community leaders can ask questions and give answers to residents/clients they represent. It was also suggested that priority areas should be able to work with police to determine how best to serve that area.

Model Clarity. Clarity on the model details is required (e.g. number of various police officers, specific processes within policing functions).

Slow Transition. Use a cross-over method where officers are being replaced or moved. Move slowly with changes to allow more consultation and dialogue.

High Level of Communication. Successful implementation will require a high level of communication. Suggested communication methods include:

- Sharing neighbourhood success stories;
- Showcasing police in a positive light to demonstrate the good that has occurred through implementing the model;
- Using key partners to coordinate ongoing dialogue with community and residents;
- Using SROs and CPOs to talk with the community and receive feedback; and
- Market the model to promote and ensure it is well understood.

Connectivity. Keep connecting with the community during implementation. Consider two-tier consultations. Tier one would be specifically for liaisons/partners while tier two would be more of general public consultation. Connecting to all neighbourhoods is required as well as to various groups (e.g. there is a need to travel to areas to talk about the changes across all of Ottawa), specifically to target discussions with youth and communicate who to contact at SI (e.g. put key SI contacts on the OPS website).

Question 3: *How should we continue to involve the community?*

Suggestions for continued involvement of the community included:

Improve Communication Content and Channels. Improved communications and knowledge transfer both flowing into the OPS and out of the OPS is required. Information is either not shared effectively now or is not available at a level required (e.g. crime reports and analyses by specific neighbourhoods).

Allow Communities to Help. Communities should assist in defining what they need and want from policing, and police should partner more with local communities. In addition, consider having the community involved in the training of officers.

Set Up a Consistent Feedback Loop. Consider using community sponsorship, continue face-to-face consultations, continue sharing information, and actively engage (e.g. attend events, seminars, provide/share knowledge with the community, and let people know what you heard from consultations). Demonstrate to people that their input has had an impact and they will interact more. Focus on creating a positive relationship for communicating.

Set Up a Formal Engagement Mechanism. Establish formal mechanisms to communicate (e.g. one point of contact). Use available resources in the community, such as community papers, community bulletin boards, and grocery store bulletin boards. In addition, a formal evaluation process for the model is necessary as well as providing post-measurement results. Focus on keeping an open and honest dialogue with the community.

Involve Specific Groups. Target specific groups for specific consultation needs (e.g. youth, seniors, and vulnerable groups).

Online Questionnaire Consultation Results

In addition to the five overall themes listed previously, the following section provides a report back on the 816 online questionnaire respondents. Please note that all questions were not mandatory, meaning respondents could skip any of the questions. As such, not all questions have a total of 816 responses. Where percentages are used in this section, they have been rounded up/down to the nearest full percent.

Question 1 provided eight benefits related to community policing. Respondents were asked to rate the importance of these eight benefits. The table that follows provides the ranking of these from a scale of ‘very important’ to ‘not important.’ About 70 – 81% of respondents rated six of the eight benefits as very important. Out of these, the two areas that received the highest percentage of ‘very important’ ratings were:

- “Builds partnerships between police and residents, businesses, and groups” (80% of respondents rated this area as very important); and
- “Enhanced ability to prevent or solve crimes” (81% of respondents rated this area as very important).

Q1 How would you rate the importance of the following benefits of community policing?

	Very Important	Somewhat Important	Not Important	Don't Know
Community involvement in problem solving.	72.55% 592	23.65% 193	2.21% 18	1.59% 13
Builds partnerships between police and residents, businesses and groups.	80.39% 656	16.79% 137	1.84% 15	0.98% 8
Enhanced ability to prevent or solve crimes.	81.10% 661	15.71% 128	1.23% 10	1.96% 16
Helps identify community needs to help guide policing efforts.	72.24% 588	24.2% 197	2.46% 20	1.10% 9
Provides community with a known point of contact they can reach out to.	75.98% 620	18.5% 151	4.17% 34	1.35% 11
Helps to educate the public on the role of police.	52.4% 425	35.27% 286	10.85% 88	1.48% 12
Enhances public safety.	77.81% 631	18.37% 149	2.22% 18	1.6% 13
Reduces fear in the community.	68.80% 558	26.02% 211	3.58% 29	1.6% 13

Question 2 asked respondents to rate the proposed FLD model on a scale of ‘very well’ to ‘not at all well’ to determine how well the new model will help the OPS to continue to achieve the eight benefits of community policing listed in Question 1. ‘Very well’ was selected 24% of the time, and 9% selected ‘not well at all.’ The table that follows provides the ranking of all respondents to this question:

Q2 How well do you believe the proposed Frontline Deployment Model will help the OPS continue to achieve the following benefits of community policing?

Answer Choices	Responses	
Very Well	23.53%	192
Somewhat Well	37.75%	308
Not Very Well	13.60%	111
Not At All Well	9.07%	74
Don't Know	16.05%	131
TOTAL		816

Question 3 provided five outcomes of policing. Respondents were asked to rate how well the proposed FLD model would help the OPS achieve these outcomes. The table below provides the ranking of these from a scale of 'very well' to 'not at all well.' When combining the percentage of respondents who selected 'very well' or 'somewhat well' each outcome rated at over 55% or higher indicating that the FLD model would help the OPS achieve these outcomes. However, there was a significant percentage of respondents indicating that they did not know the impact of the FLD model on these outcomes (from 14 to 21%). For each of the five outcomes, at least 20% of respondents rated that the model would help the OPS to achieve the outcomes 'very well.' 30% of respondents rated the model as helping the OPS to achieve the outcome of better coordinating officers as 'very well.' 11% rated the model as 'not well at all,' in helping the OPS to achieve the outcome of increased proactive policing.

Q3 How well do you think the proposed Frontline Deployment Model will help the OPS achieve the following:

	Very Well	Somewhat Well	Not Very Well	Not Well at All	Don't Know
Meet community needs.	25% 204	38.48% 314	13.97% 114	9.19% 75	13.36% 109
Enhance public/officer safety.	26.26% 214	37.30% 304	13.13% 107	6.63% 54	16.69% 136
Better coordinate officers.	34.77% 283	33.91% 276	11.30% 92	6.02% 49	14% 114
Increase proactive policing.	29.29% 239	28.68% 234	15.56% 127	10.91% 89	15.56% 127
Level resource demands/workloads	23.18% 188	37.24% 302	12.20% 99	6.41% 52	20.96 % 170

Question 4 and Question 5 were open text questions that allowed respondents to input their comments “freehand.” These questions were designed to solicit input on the proposed FLD model.

- Question 4 asked if respondents had any suggestions for improvement in the proposed FLD Model. About 35% indicated “no,” 33% indicated “yes” and 33% indicated they were “not sure.”
- Question 5 asked if respondents had any other comments or ideas for consideration as part of the new FLD model. 67% indicated “no,” while 33% indicated “yes.”

Comments provided by respondents overlapped both questions, meaning that some areas of improvement were listed as response to question 5 (not 4) and other comments/areas for consideration were listed in question 4 (not 5). There were over 600 entries; however, many of these were duplicate comments between questions 4 and 5. Responses from participants in French mirrored a lot of what was seen in the English commentaries. Out of the French respondents, seven left commentary to questions 4 and 5, with one asking for increased services in French. Some comments in the English responses simply referenced the other question (e.g. response to question 5 indicated “see question 4 response”). Each comment was reviewed. The table that follows presents the overall themes from the comments related to both of these questions and the percentage of total comments made that apply to a specific theme.

Comments Q4 & Q5: Major Themes	Percentage of Comments Related To Theme
Ensure access to/maintain Community Police Officers (CPOs)	20%
Increase visibility of police	14%
Increase focus on community engagement	11%
Work with partners to help deliver services	8%
Work efficiently and effectively	8%
Ensure effective/more communication/Services in French	6%
Provide more detail on the new model	6%
Build relationships through consistent deployment of resources	6%
Keep the old model	5%
Ensure sufficient resources	4%
Provide more training	4%
Focus on traffic management	3%
Support the new model	2%
Maintain specialized skill sets	2%
Maintain SRO program	2%

Question 6 asked respondents how the OPS should continue to involve the community. Six options were provide with a seventh option indicating “other.” Respondents rated each of the options similarly. The highest ranked method, at 66%, was “regular police updates on ottawapolice.ca.” The lowest ranked method 51% was online questionnaires. Another 14% indicated “other.” The table that follows provides the percentage of respondents by option.

Q6 How should we continue to involve the community? Please check all that apply.

Answer Choices	Responses
Regular updates on ottawapolice.ca	65.93% (538)
Social Media (Twitter, Facebook)	58.45% (477)
Town Hall Meetings	51.59% (421)
Focus Groups with community partners/stakeholders	60.17% (491)
Online Questionnaires	50.61% (413)
Media	57.10% (466)
Other	14.21% (116)

“Other” methods of updating the community include:

- Expanded digital methods (e.g. text / Apps/emails);
- Emailing community associations;
- Meetings with community associations;
- Informal chats with residents in neighbourhoods by officers;
- Problem-solving sessions with the general public;
- Utilizing the Neighbourhood Watch “email tree”; and
- Liaison with community leaders.

Overall Summary

Consistent themes throughout the consultations emerged. No radical themes were presented. The majority of discussions revolved around asking clarifying questions and wanting more details around the model that are yet to be developed.

Questions related to specific numbers of officers, named points of contact, detailed processes, and which neighbourhoods are deemed “priority,” dominated. These questions do not yet have an answer. Commitments were made to answer the questions as information/details were developed and made available.

A Frequently Asked Questions (FAQ) will be posted and updated with new information, as it is developed, on the OPS website.

Appendix A: Copy of Online Questionnaire



OTTAWA POLICE SERVICE
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A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

SERVICE INITIATIVE

Community Consultation

(May-June 2016)

1. Welcome to our online questionnaire

Policing across North America is facing a lot of pressures – increasing costs, city growth, changing demographics, growing demands for service, and the increasing complexity of crime.

Ottawa is no different.

The Ottawa Police Service created a program called the Service Initiative to address these pressures and improve how we serve the city of Ottawa.

We are looking to introduce a number of changes over the next few years to our service delivery model to be more effective in:

- Managing the growing demands in our city (e.g. rise in high tech crimes, human trafficking, etc)
- Assigning our police officers in the community;
- Conducting investigations and solving crime;
- Using crime information to improve public and officer safety; and,
- Handling court processes, such as leveraging technology.

We value your input into these changes and will be seeking feedback along the way.

This questionnaire focuses on how we plan to improve the way officers deliver services in the community to fight crime and keep everyone safe. It will take approximately 15 minutes to complete.

For more information about the Service Initiative program, please visit ottawapolice.ca/serviceinitiative or email serviceinitiative@ottawapolice.ca.

2. About the new Frontline Deployment Model

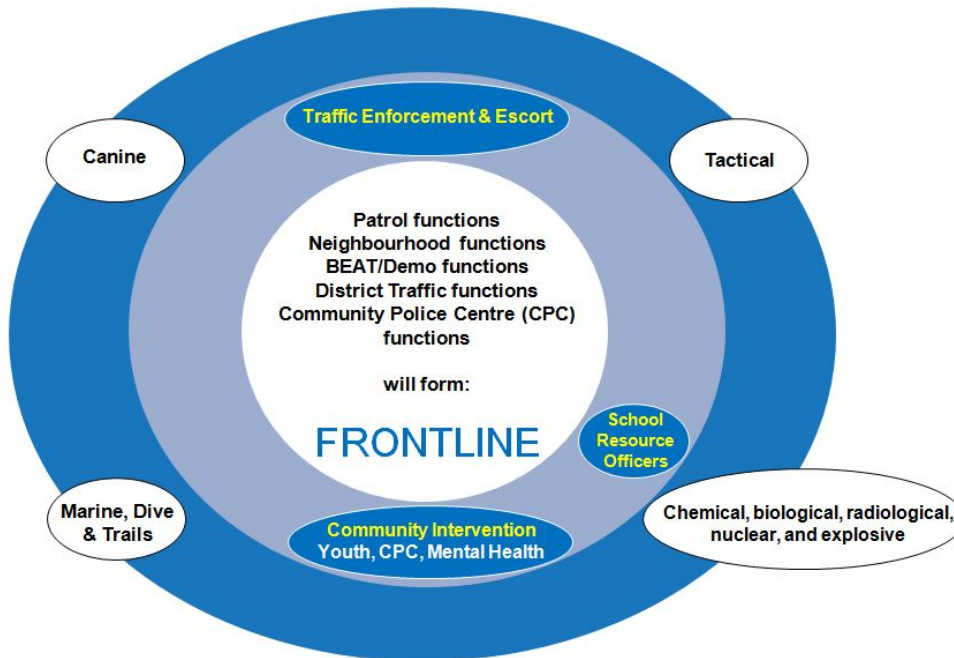
In order to answer the next set of questions, you'll need some background information on how we are looking to improve how officers deliver services in the community.

Currently, officers who respond to calls, engage with the community, and conduct proactive policing, often perform their work separately from one another. Because of this, the work they do in the community is difficult to coordinate. This sometimes results in duplication of efforts and an uneven distribution of work. It also makes it difficult to shift our officers to other/new emerging demands.

We are looking to create a more flexible model by bringing officers responsible for mobile response (e.g. attending calls for service), proactive policing (e.g. traffic enforcement), and/or community engagement (e.g. interacting with community, attending meetings) together. This will help us better respond to demands for service in our growing city, increase proactive policing to address emerging crime trends, level resource demands and workloads, and ultimately enhance public and officer safety. The new model will also maintain and build on the OPS's commitment to community policing.

These changes are part of a much larger strategy to improve our overall service delivery model. We are also looking at how we can better serve priority neighbourhoods; provide our officers with more information about the neighbourhoods they patrol; and focus on the core policing activities that keep our city safe.

This diagram illustrates what the new Frontline Deployment Model will look like.



Starting with the middle, you will see the pieces from our current model now grouped together – Patrol, Neighbourhood, BEAT/Demo*, District Traffic, and Community Police Centre functions. These activities were previously done by separate units. The new model brings them all together under a more generalist, frontline grouping which enables us to better coordinate them and deliver service more effectively and efficiently.

Moving outward, we have a grouping that will focus on traffic activities, a grouping that will focus on community intervention activities with priority individuals and neighbourhoods, and a grouping that will focus on schools.

Finally, the outer ring represents our specialized units that will continue to support the frontline, as they do now.

To summarize; we are reorganizing ourselves so we can improve the service we provide. We want to make sure our officers are assigned where they are needed most to keep our city safe.

**BEAT officers are those who patrol high density areas in the downtown core. Demo officers provide support during demonstrations.*

3. About Community Policing

Community policing is about assigning police officers to areas so they can become familiar with the people, the neighbourhood, and the challenges. This helps them build relationships and work together with residents to identify, solve, and prevent problems.

With the new model, our plan is to build and enhance community policing. We want to ensure it remains an integral part of our policing model by collecting your feedback on how we should move forward with our new Frontline Deployment Model.

1. How would you rate the importance of the following benefits of community policing?

	Very important	Somewhat important	Not important	Don't know
Community involvement in problem solving	<input checked="" type="radio"/> Community involvement in problem solving Very important	<input checked="" type="radio"/> Community involvement in problem solving Somewhat important	<input checked="" type="radio"/> Community involvement in problem solving Not important	<input checked="" type="radio"/> Community involvement in problem solving Don't know
Builds partnerships between police and residents, businesses, and groups	<input checked="" type="radio"/> Builds partnerships between police and residents, businesses, and groups Very important	<input checked="" type="radio"/> Builds partnerships between police and residents, businesses, and groups Somewhat important	<input checked="" type="radio"/> Builds partnerships between police and residents, businesses, and groups Not important	<input checked="" type="radio"/> Builds partnerships between police and residents, businesses, and groups Don't know
Enhanced ability to prevent or solve crimes	<input checked="" type="radio"/> Enhanced ability to prevent or solve crimes Very important	<input checked="" type="radio"/> Enhanced ability to prevent or solve crimes Somewhat important	<input checked="" type="radio"/> Enhanced ability to prevent or solve crimes Not important	<input checked="" type="radio"/> Enhanced ability to prevent or solve crimes Don't know
Helps identify community needs to help guide policing efforts	<input checked="" type="radio"/> Helps identify community needs to help guide policing efforts Very important	<input checked="" type="radio"/> Helps identify community needs to help guide policing efforts Somewhat important	<input checked="" type="radio"/> Helps identify community needs to help guide policing efforts Not important	<input checked="" type="radio"/> Helps identify community needs to help guide policing efforts Don't know
Provides community with a known point of contact they can reach	<input checked="" type="radio"/> Provides community with a known point of contact they can reach Very important	<input checked="" type="radio"/> Provides community with a known point of contact they can reach Somewhat important	<input checked="" type="radio"/> Provides community with a known point of contact they can reach Not important	<input checked="" type="radio"/> Provides community with a known point of contact they can reach Don't know

	Very important	Somewhat important	Not important	Don't know
Helps to educate the public on the role of police	<input checked="" type="radio"/> Helps to educate the public on the role of police Very important	<input checked="" type="radio"/> Helps to educate the public on the role of police Somewhat important	<input checked="" type="radio"/> Helps to educate the public on the role of police Not important	<input checked="" type="radio"/> Helps to educate the public on the role of police Don't know
Enhances public safety	<input checked="" type="radio"/> Enhances public safety Very important	<input checked="" type="radio"/> Enhances public safety Somewhat important	<input checked="" type="radio"/> Enhances public safety Not important	<input checked="" type="radio"/> Enhances public safety Don't know
Reduces fear in the community	<input checked="" type="radio"/> Reduces fear in the community Very important	<input checked="" type="radio"/> Reduces fear in the community Somewhat important	<input checked="" type="radio"/> Reduces fear in the community Not important	<input checked="" type="radio"/> Reduces fear in the community Don't know

2. How well do you believe the proposed Frontline Deployment Model will help the OPS continue to achieve the following benefits of community policing?

- ☒ Very well
- ☒ Somewhat well
- ☒ Not very well
- ☒ Not at all well
- ☒ Don't know

3. How well do you think the proposed Frontline Deployment Model will help the OPS achieve the following:

	Very well	Somewhat well	Not very well	Not well at all	Don't know
Meet community needs	<input checked="" type="radio"/> Meet community needs Very well	<input checked="" type="radio"/> Meet community needs Somewhat well	<input checked="" type="radio"/> Meet community needs Not very well	<input checked="" type="radio"/> Meet community needs Not well at all	<input checked="" type="radio"/> Meet community needs Don't know
Enhance public and officer safety	<input checked="" type="radio"/> Enhance public and officer safety Very well	<input checked="" type="radio"/> Enhance public and officer safety Somewhat well	<input checked="" type="radio"/> Enhance public and officer safety Not very well	<input checked="" type="radio"/> Enhance public and officer safety Not well at all	<input checked="" type="radio"/> Enhance public and officer safety Don't know
Better coordinate officers	<input checked="" type="radio"/> Better coordinate officers Very well	<input checked="" type="radio"/> Better coordinate officers Somewhat well	<input checked="" type="radio"/> Better coordinate officers Not very well	<input checked="" type="radio"/> Better coordinate officers Not well at all	<input checked="" type="radio"/> Better coordinate officers Don't know
Increase proactive policing	<input checked="" type="radio"/> Increase proactive policing Very well	<input checked="" type="radio"/> Increase proactive policing Somewhat well	<input checked="" type="radio"/> Increase proactive policing Not very well	<input checked="" type="radio"/> Increase proactive policing Not well at all	<input checked="" type="radio"/> Increase proactive policing Don't know
Level resource demands and workloads	<input checked="" type="radio"/> Level resource demands and workloads Very well	<input checked="" type="radio"/> Level resource demands and workloads Somewhat well	<input checked="" type="radio"/> Level resource demands and workloads Not very well	<input checked="" type="radio"/> Level resource demands and workloads Not well at all	<input checked="" type="radio"/> Level resource demands and workloads Don't know

4. Do you have any suggestions for areas of improvement in the proposed Frontline Deployment model?

- ☒ No
- ☒ Not sure
- ☒ Yes

If yes, what are they?

5. Do you have any other comments or ideas that we should consider as part of the new Frontline Deployment Model?

- ☒ No



Yes

If yes, please specify

6. How should we continue to involve the community? Please check all that apply.

☐

Regular updates on ottawapolice.ca

☐

Social Media (Twitter, Facebook)

☐

Town hall meetings

☐

Focus groups with community partners and stakeholders

☐

Online questionnaires

☐

Media

☐

Other

Other (please specify)

4. About you

To make sure we collect different viewpoints, we want to learn more about you.

7. What city of Ottawa ward do you live in?

8. Are you associated with any of the below groups or organizations? Check all that apply.

☐

City Council

☐

Community Police Action Committee (COMPAC)

☐

Business Improvement Areas (BIAs)

☐

Community Association

☐

Ottawa Neighbourhood Watch

☐

Gay Lesbian Bisexual Trans (GLBT) Liaison Committee

☐

Youth Advisory Committee (YAC)

☐

Community Health Resource Centre

☐

Local Agencies Serving Immigrants (LASI)

☐

Community Development Framework (CDF)

☐

I am not associated with any group or organization.

☐

I prefer not to answer.

☐

Other

Other (please specify)

9. Please indicate your gender.

☒

Male

☒

Female

☒

I prefer not to say

10. Please indicate your age group.

☒

Under 18 years old

☒

18 to 24 years old

☒

25 to 34 years old

☒

35 to 44 years old

☒

45 to 54 years old

☒

55 to 64 years old

☒

65 to 74 years old

☒

75 years old and above

☒

I prefer not to answer

11. How long have you lived in Ottawa?

☒

>1 year

☒

1-5 years

☒

5-10 years

☒

10-15 years

☒

15+ years

12. Which officers have you had contact with in the last year? Please check all that apply or “none” if not applicable.

☐

Patrol Officer

☐

Community Police Officer

☐

Neighbourhood Officer

☐

School Resource Officer

☐

Youth Officer

☐

Mental Health Officer

☐

Traffic Officer

☐

Foot Patrol/BEAT/Demo Officer

- ☐ Tactical Officer
- ☐ Canine Officer
- ☐ Marine, Dive, Trails Officer
- ☐ Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Officer
- ☐ None
- ☐ Other

Other (please specify)

5. Thank you!

Thank you for taking the time to complete this questionnaire.

Your feedback will help us shape our new frontline deployment model.

If you have any additional questions or comments, please feel free to email them to serviceinitiative@ottawapolice.ca.

The questionnaire is closing on June 10, 2016. After, we will report the results to the Ottawa Police Services Board as part of our update on July 25, 2016. Please check our website for updates and ways to stay involved: ottawapolice.ca/serviceinitiative.

Thank you!