

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

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SUBJECT: 2016-2018 BUSINESS PLAN: SEMI-ANNUAL REPORT

OBJET: LE PLAN D'ACTIVITÉS 2016-2018 - RAPPORT D'ÉTAPE 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 Ottawa Police Service's (OPS) 2016-2018 Business Plan was prepared in accordance with the Provincial Adequacy Standards Regulation under the *Police Services Act*. It helps us focus our efforts on priorities, successfully achieve our mandate, and fulfil our legislative responsibilities. This plan provides a roadmap to guide our work, decision-making, and allocation of resources from 2016-2018. It was developed to align with, and respond to, the needs of our members, our partners, and the community, and reflects the changing policing context. The plan is also designed to be flexible enough to evolve over time so we can adjust to challenges, opportunities, and changing community and policing needs over the next few years.

In accordance with direction approved by the Board on April 24, 2006, and the Board's Policy BC-2 – Monitoring Requirements, Chief's requirement 2(h)(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.

Adequacy Standard AI-001, as well as the Ottawa Police Services Board Policy AI-001 – Framework for Business Planning, reflects these requirements and provides additional detail regarding the provision of results achieved during the previous fiscal year relating to specific topics.

DISCUSSION

The Police Services Board approved the 2016-2018 Business Plan on January 25, 2016. The plan introduced updated vision and mission statements and outlines the OPS's strategic priorities and how we intend to work toward achieving these priorities.

2016-2018 Business Plan: 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

This report provides a summary of accomplishments during the past six months in support of goals and objectives in the plan.

The three strategic priorities of community, members, and service, are the building blocks upon which the organization will stand during the planning period. They are complementary and mutually supporting areas in which we will invest for a stronger, safer community. The Chief's operational priorities are interwoven into each of these three strategic priorities.

Key Accomplishments

Below is a summary of key accomplishments and activities during the second half of 2016, within each of our three strategic priorities:

Community – Working with our communities on our shared responsibility for safety

Ottawa is made up of many diverse communities, and OPS works with, and provides service to, them all. The key to a safer community is a mobilized and engaged community that is prepared to act and work to help prevent and solve crime in recognition that community safety is a shared responsibility.

The OPS has established three strategic goals within the community priority: (C1) an engaged, mobilized and supported community that is part of the solution; (C2) a police service that inspires trust and confidence; and (C3) reduction and prevention of crime, disorder, and victimization through a risk-based approach. Below is a summary of key accomplishments and activities between July and December 2016 that are helping us achieve these community-related goals.

- Established an Outreach Liaison Team (OLT) with a mandate to increase community engagement through meaningful dialogue in order to build the community's trust and confidence. The OLT has engaged with over 1,000 community members during this period.
- Held the second annual OPS Human Rights Learning Forum in partnership with COMPAC and the GLBT Liaison Committee.
- Launched the Service Initiative Community Advisory Group (SI-CAG) to ensure that the diverse needs, interests, and perspectives of the community are taken into account with enhancements to the service delivery model.
- Committed to develop a multi-year action plan towards bias-neutral policing based on consolidated inputs from historical and multiple stakeholder perspectives.
- Began the conversation with the public regarding the results of the Traffic Stop Race Data Collection Project (TSRDGP).
- Hosted a variety of Crime Prevention Week activities within the theme of *Planning for Safer Communities*.
- Continued to promote ongoing community safety programs such as *All Valuables Removed*, *Make the Right Call*, and *Crime Stoppers*.
- Conducted a series of specific stakeholder discussions between the Chief and senior OPS leaders, and community organizations, who have raised issues and concerns, as well as offered their support to ensure a police service that inspires trust and confidence.
- Hosted the Ottawa Police Gala fundraiser in support of the Youville Centre and the Distress Centre of Ottawa and Region, which raised \$85,000.

- Completed the Multiagency Early Risk Intervention Table (MERIT) evaluation. Currently developing a plan to implement the recommendations and expand MERIT to additional at-risk communities.

Members – Engaging and investing in all our people

We have high-calibre, professional, and respected members who are proud to work for the OPS, and we depend on them to be the face of the organization and to respond professionally and effectively at all times. Our members represent our most valued resource and as such, they must be engaged, developed, and supported throughout their careers.

The OPS has established four strategic goals within the Member priority: (M1) an appropriately resourced, well-rounded, highly capable membership that has opportunities for growth; (M2) an organizational culture that understands and supports member health and wellness; (M3) an engaged membership that feels their issues are being heard and addressed; and (M4) a diverse membership that better reflects the demographics of the community we serve. Below is a summary of key accomplishments and activities between July and December 2016, that have helped us achieve these member-related goals.

- Implemented a new Sworn Transfer Policy that balances mandatory rotation and performance-based rotation, with new assignments that began in January 2017.
- Published a new service policy on regulated interactions; provided sworn members with training; and upgraded related tools and templates.
- Engaged researchers from Sprott School of Business to conduct research on wellness culture at OPS.
- Finalized job descriptions for peer support and resiliency coordinators with a planned recruitment process in early 2017.
- Held multiple open houses and training days with our frontline and frontline support personnel to build awareness and discuss our new frontline deployment model.
- Implemented a tracking system to identify the race and gender of candidates at various stages of the application process.

- Analyzed the OPS 2012 Workforce Census; completed and publicly released a gender audit; and began development of an action plan.
- Initiated a pilot program with 24 diverse candidates to determine if there are systemic barriers in the OPS candidate applicant process or if the barriers are a result of any external component of the application process.
- Established a new process whereby each new recruit is assigned a Candidate Manager who will follow and help mentor them through the application process and provide debriefs if unsuccessful.
- Implemented monthly women's only, as well as co-ed, fitness sessions to assist the candidate in preparing for Applicant Testing Services, which is a pre-hire screening for Law Enforcement Services.
- Provided recruiters and background investigators with training on how to mitigate bias in police recruiting.

Service – Delivering service excellence through our operations

We are dedicated to delivering the highest quality of police services for Ottawa residents, businesses, and visitors. The services we provide must comply with legislative requirements, reflect and address the ever-evolving needs of the community, and be provided in a fiscally responsible manner to ensure sustainability.

The OPS has established three strategic goals within the Service priority: (S1) delivery of core policing services that reflect the needs of the community; (S2) a new and integrated approach to work life that reflects a changing workforce, supported by workplace innovation and technology; and (S3) a policing model that is sustainable and adaptable for the future. Below is a summary of key accomplishments and activities between July and December 2016 that are helping us achieve these service-related goals.

- Continued to work with the Inuit Children's Centre on their study on family violence within their community; took the lead on encouraging provincial partners in lending a police voice to a University of Ottawa study looking at the provincial mandatory charge policy and its effects on victims; and sponsored domestic violence and sex assault public service announcements in local media.
- Signed an MOU with the John Howard Society to work together to support gang exit strategies and early intervention.

- In support of 2017 planning activities: developed a risk assessment tool that supports the staffing model assigned through planning efforts; developed span of control procedures for paid duties and special events; and developed a calendar of events to allow for early de-confliction between simultaneous events and potential capacity issues.
- Developed a new comprehensive policy management framework with supporting tools and processes.
- Received proposals in response to the RFP for the IM/IT Roadmap; vendor evaluation and selection completed, and currently in contract negotiations with the preferred vendor. Gartner has developed a preliminary organizational change management strategy along with a program supporting framework in anticipation of the preferred vendor contract being signed in Q1 of 2017.
- Launched the Ottawa Police Strategic Operations Centre (OPSOC) as a hub for day-to-day operations and maintaining situational and operational awareness, as well as a key support to frontline operations, particularly during high-risk and complex calls for service.
- Realigned investigative functions by grouping similar units that aims to balance workload, create more capacity, and improve service to victims of crime.
- Completed a review of Front Desk Services which identified opportunities to leverage civilian professionals, realign some duties, and optimize hours of service to better align with demand.
- Finalized the new Frontline Deployment Model that brings all frontline resources together under a unified command with updated geographic boundaries that aim to improve allocation and deployment.
- Launched the Corporate Space Standards Modernization project and conducted initial research on what is driving change in the workplace/workplace trends; and conducted a series of internal meetings to develop an Alternative Workplace Strategy.

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

Innovation and Investment in Community Safety is about achieving our vision of being a trusted partner in community safety, and delivering effective policing services to the citizens of Ottawa. The second half of 2016 was spent refining the supporting plans, tools, and processes required to operationalize the Business Plan and ensure its success.