

**Report to / Rapport au:**

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

**19 December 2016 / 19 décembre 2016**

**Submitted by / Soumis par:**

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

**Contact Person / Personne ressource:**

**Deputy Chief Jill Skinner / Chef adjoint**

***skinnerj@ottawapolice.ca***

**SUBJECT: SERVICE INITIATIVE QUARTERLY UPDATE**

**OBJET: MISE À JOUR TRIMESTRIELLE SUR L'INITIATIVE D'AMÉLIORATION  
DES SERVICES**

**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**

At the direction of the Board, the Ottawa Police Service (OPS) launched the Service Initiative (SI) Program to enhance the sustainability of the OPS' policing model. The program is focused on maintaining and improving the policing services the public expects. It is geared towards continuous improvement of service delivery and a renewed focus on policing responsibilities.

At its root, the program is designed to address the challenges and pressures facing policing, namely budget expectations, growth, changing demographics, growing demands for service, and the increasing complexity of crime, as well as identify efficiencies for reinvestment.

The OPS has embarked on a three-year hiring plan to add 75 sworn officers to its overall complement. The first 25 of those officers are being hired in 2016 and the 2017 hiring forecast calls for the hiring of 25 more officers. Even with that increase, there is a requirement and a responsibility to review and modernize police operations so they meet the current and future needs of the community.

We are in the process of implementing a number of incremental changes to the OPS service delivery model to improve service, realize money and/or person hour efficiencies, create cost recovery or revenue opportunities, and enhance partnerships. These benefits will be reinvested into the service provided to residents through improved alignment of resources to demands and enhanced accountability to assist with coordination of activities. They will also assist the OPS in carrying out its core policing activities as defined in the Police Services Act: emergency response, assisting victims of crime, enforcing the law, crime prevention, and maintaining public order.

The Board requested quarterly updates on the SI Program. The last report in September of 2016 provided an update on the implementation of changes to its service delivery model – namely the realignment of investigative functions through the Investigative Project, the launch of the Ottawa Police Strategic Operations Centre (OPSOC), further reductions to demands on police resources, and the implementation of the new Frontline Deployment Model. An update was also provided on an evaluation framework being developed for the OPSOC and Frontline Deployment Model, as well as on the SI Implementation Community Advisory Group that was being established.

The enhancements made to these areas will provide the OPS, and residents of Ottawa, with a more effective and efficient service delivery model that is sustainable, adaptable, focused on core policing, and evidence-based.

## **DISCUSSION**

Since the last update to the Board in September, the OPS has reached two important milestones: the implementation of the new organizational structure for the Criminal Investigations Directorate and the launch of the Ottawa Police Strategic Operations Centre (OPSOC).

Work has also continued on the Demand Management project, as well as the new Frontline Deployment Model.

## **INVESTIGATIVE**

The new organizational structure for the Criminal Investigations Directorate took effect on October 3 and marked the end of the first phase of the Investigative Project. The new structure groups functionally similar units and helps balance workloads,

consequently creating more investigative capacity and enabling the OPS to better serve victims of crime. The next phase will look at current file management and processes, as well as prioritization of reports and cases at an organizational level. The purpose of this next phase is to identify efficiencies and process improvements related to the handling and management of cases, as well as establish a consistent and holistic approach for prioritizing investigations.

### Ottawa Police Strategic Operations Centre (OPSOC)

The OPSOC was launched on October 24 and has been serving as a hub for frontline, day-to-day operations. It also functions as a virtual back-up for officers on the road. In its first month of operations, the Centre has engaged-on, supported, and monitored over 300 calls for service including: gun calls, robberies, assaults, missing persons, suspicious circumstances, and apprehensions under the Mental Health Act. Some of the information the OPSOC has been able to provide to responding officers includes suspect and vehicle information and photos, as well as floor plans. The Centre has also assisted in locating cell phones and IP addresses, and providing incident command support when needed.

With its jurisdiction-wide view, the OPSOC has contributed to increased public and officer safety, as well as quicker and safer resolution of calls. As it continues to evolve, it will be able to play a more tactical and strategic role of coordinating and directing proactive and problem-solving activities, particularly when the new Frontline Deployment Model is implemented and the position of the Operations Coordinator Sergeant is added in January.

### DEMAND MANAGEMENT

Through the Demand Management Project, a number of benefits have already been realized, including:

- The diversion of approximately 40% of collisions away from the Frontline through the Collision Reporting Centres;
- The expansion of online reporting to include additional incident types as well as allow businesses to submit reports online, resulting in a 340% increase in online reports when compared with the same time frame in 2015;
- The decision to stop taking lost property reports which is expected to save the Call Centre 1,333 hours; and,
- The decision to stop attending City By-law calls where there is no requirement for police which is estimated to save Frontline officers 2,300 hours.

Demand Management continues to look for additional opportunities to reduce demands and create capacity for the OPS.

As reported in the September update to the Board, the hours at the Elgin, Huntmar, and 10<sup>th</sup> Line Front Desks are being realigned to be more commensurate with public demand and consistent across the city. Beginning on January 23, 2017, all three Front Desks will be open 7:00 am to 7:45pm, seven days a week. This change means weekday hours at Front Desks will be reduced by 1 hour and 15 minutes. On weekends, Huntmar and 10<sup>th</sup> Line will be increasing their hours by 3 hours and 45 minutes, and Elgin will be reducing its hours on weekends by 1 hour and 15 minutes. In addition to the change in hours, some administrative work that was previously assigned to sworn officers at the Front Desks is being diverted to Queensview. This includes requests for copies of police reports, records checks, and alarm payments. The Front Desks will continue to provide Collision Reporting Centre duties, take police reports, process sign-ins, and assist with vehicle releases.

These changes are expected to free up 11 sworn resources for reinvestment elsewhere in the organization by realigning shifts and work duties. Communication with members, stakeholders, and the public on these changes is ongoing.

Another way the OPS is looking to create capacity is by continuing to expand online reporting to include additional crime types. In the near future, residents will be able to report frauds online. As well, we are currently working with our partners at the Regional Detention Centre to accept online reports regarding consensual fights at their facility, as well as for individuals who are unlawfully at large. Similar consultation is ongoing with local group homes to develop a means for accepting online reports of habitual runaways.

Other strategies for creating capacity that are still underway include:

- the implementation of an interactive voice response (IVR) system to streamline the intake of non-emergency calls for service;
- the development of a Communications Decision Assist Tool to help assess non-emergency calls for service and provide a recommendation of whether an officer needs to be dispatched or if the request can be handled by an alternative response (either by telephone or online);
- a procedure change for the handling of calls regarding unwanted persons to ensure the person is still on scene when an officer is dispatched; and,
- changes to how unverified and false alarms are handled.

## FRONTLINE DEPLOYMENT

The new Frontline Deployment Model will begin its implementation on January 23, 2017. By bringing Frontline resources together under unified command, the new model will create capacity and enable a more fluid, flexible, and coordinated deployment of uniformed members that can better adapt to changing needs in the community.

Work is currently ongoing in terms of refining major work processes, updating policies and procedures, developing training plans, and creating an evaluation framework. Measures are also being taken to ensure the appropriate system updates are made in time for implementation, and fleet and equipment needs at the various stations are met. While the new structure will take effect immediately, some process changes as well as facility implications will be implemented incrementally. The approach to phasing-in certain aspects of implementation is meant to allow members an opportunity to get accustomed to their new roles and have input into the processes they will follow. This approach will also provide an opportunity for the public to provide input into areas directly related to service delivery. The OPS will be leveraging the SI Implementation Community Advisory Group (discussed more under 'Consultation') to assist with this important work.

## CONSULTATION

The OPS continues to engage with its members and provide regular updates on the SI Program. A focused effort has been placed on members most impacted by the new Frontline Deployment Model to help them better understand their new roles. A total of 12 briefings are being held with Patrol, Neighbourhood, Traffic, and Community Police Centre officers before the end of the year. Regular communication and engagement with members will continue into 2017.

Given the service impacts related to the implementation of the new Frontline Deployment Model, namely the change in deployment of various frontline officers, a series of community meetings are being planned for January to provide the public, as well as partners and stakeholders, with an opportunity to learn more about accessing police services under the new model. The community meetings will be in addition to other communication efforts such as website updates, social media messaging, media releases, and other communications collateral.

As the Board is aware, the OPS established an SI Implementation Community Advisory Group (SIICAG) in the early fall. The purpose of the group was to continue the dialogue and engagement with the community on changes being made to the OPS service delivery model and ensure that the diverse needs, interests, and perspectives of the

community are taken into account. The SIICAG includes community members from neighbourhoods across the city in addition to representatives from the following groups:

- Community Police Action Committee
- Ottawa Community Associations
- Business Improvement Areas
- Ottawa Community Housing
- Community Health Resource Centres
- Ottawa Carleton District School Board
- Ottawa Aboriginal Coalition
- Ottawa Catholic School Board
- Mental Health Services
- Ottawa Community Immigrant Service Organization
- Ottawa Police Services Board
- Crime Prevention Ottawa
- Violence Against Women community
- OPS Youth Advisory Group
- Community Development Framework
- OPS Gay Lesbian Bisexual Trans Committee
- Somali community

The Group has been meeting biweekly since October 18. The initial meetings were used to provide a full briefing on the SI Program and the various projects to ensure they had the appropriate context for consultation. Going forward, the focus of the SIICAG meetings will be to gather community input and validation of changes to the service delivery model; to collaborate on solutions for strengthening the quality, delivery, and integration of policing services; and to cooperatively address key operational processes impacting the quality and effectiveness of community policing and public safety.

### **FINANCIAL IMPLICATIONS**

The budget for the SI Program as identified in the 2016 Budget process is attributed to account 126111. Activities to be undertaken by the SI program in 2016 are within the allocated budget however full implementation of the integrated operating model will be dependent on funding to support the IT, training, fleet, and facility requirements.

### **SUPPORTING DOCUMENTATION**

There is no supporting documentation.

### **CONCLUSION**

The OPS has structured its new service delivery model to be flexible, adaptable, and sustainable. We are confident the changes will improve community safety, create more opportunity for proactive and community engagement activities, allow the Service to be

more evidence-based, and ensure the OPS is operating as effectively and efficiently as possible.

The Board, members, and the community will continue to be given opportunities to provide feedback on the model and offer suggestions for improvement post-implementation. This input will feed into the ongoing evaluation that will take place to ensure the objectives of the new model, and the needs of the community, are being met.

Policing across Canada is changing and the OPS is taking necessary measures to keep pace with the new environment.