

Report to / Rapport au:

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

28 June 2021 / 28 juin 2021

Submitted by / Soumis par:

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

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**SUBJECT: 2021-2023 STRATEGIC DIRECTION FOR THE OTTAWA POLICE
SERVICE: SEMI-ANNUAL REPORT**

**OBJET: ORIENTATION STRATÉGIQUE 2021-2023 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 (the Board) 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 was the Board's eighth plan since 1995. It was informed by feedback received from residents, businesses, school boards, community

partners and stakeholders, city councilors, Ottawa Police Service (OPS) members, and members of the Board 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 focused on the three thematic areas of Community, Service, and Members. Given the transition period, this Plan had a shortened horizon of 18 months taking the Service to the end of 2020.

2021-2023 STRATEGIC PLAN

The Board is currently working to lead a strategic planning exercise and produce a new strategic plan. This will be expected to develop and implement a public consultation and communication strategy that will be used to gather data from both stakeholders and the community, which will be used as inputs into the strategic plan. The strategic plan will outline strategic priorities for the OPS for the next three years. It will highlight the current state and articulate a vision and future state. Clear, quantifiable objectives are required, as well an implementation plan, complete with timelines.

DISCUSSION

Police services across Canada, and here in Nation's Capital, need to significantly evolve to better-meet the needs of their members and their communities. All Canadian police leaders - Chiefs, Chairs and Cabinet Ministers - need to develop significant and sustainable actions to ensure Canadians have a policing institution and justice system that are trustworthy and fit for purpose in the new landscape we operate in.

That is why, over the next three years, the OPS will relentlessly focus on our Approach to Change—challenging, developing and evolving how we think and work, placing our focus on:

Public Trust - Building and improving OPS members and the public's trust and confidence in our Service through action and change.

Duty of Care – Elevating our duty of care to a higher standard— demonstrating care and concern to each other and to those we serve.

Community Safety and Well-Being – Working internally together as “One Team—One Service” while striving for stronger and more profound community partnerships that lead to the “Co-Production” of improved community safety and well-being strategies.

Underlying and uniting our individual and collective efforts in the aforementioned three areas will be our EDI Action Plan, co-designed by OPS members and community members.

The end state vision is to build a police service where every community member as well as every Service member feels respected, supported and accepted, no matter their background, status or circumstances.

To achieve this vision, all OPS members must recognize that the change starts at an individual level — that we must personally and collectively challenge ourselves in how we think, speak, and perform our duties.

In November 2020, the Board approved our “change budget” for 2021 that makes investments in initiatives that will help us to improve our organization, our culture, and our ability to demonstrate improved **Duty of Care, Public Trust, and Community Safety and Well-Being (CSWB)**.

We cannot do this alone. To truly acquire significant and sustainable change, we need to ensure we are receiving and implementing meaningful community input into all aspects of the OPS. With that, all new OPS strategies, policies and practices will be community informed, involved and co-produced.

The Change Budget Projects continue to make steady progress towards full implementation. Over the course of the year, we have been working with the community to co-produce the following 10 budget priority items:

1. **Advancing Neighborhood Policing** – The Neighborhood Response Team (NRT) Project Team is on track to complete their rural and suburban NRT models by the end of Q2 and are actively working to finalize the NRT team composition (including civilian Job Descriptions) by the end of Q3. In addition, the CSWB Branch Project Team expects to complete the hiring of the CSWB Director over the summer and plans to complete the CSWB Branch build by the end of September. The Youth Strategy Review Project Team continues to solicit input/feedback from community Youth Service Providers in order to understand their relationship with OPS. The Youth Strategy Review Project Team remains on

track to complete the Adult Pre-Charge Diversion Program Review by the end of Q4.

2. **Evolving our Mental Health Response** – The Mental Health Strategy has successfully established the Mental Health Guiding Council and is currently working to complete the Mental Health and Addiction Training Plan by the end of Q3.
3. **Focused Training and Development** - The De-Escalation Use of Force Dynamic Entry Report was completed in April and is on track to complete the De-Escalation Academic & Efficacy Review. The Leadership Training Audit was completed in April and key members in supervisory roles have been identified to receive Leadership Training. IDI and EDI Training continues to make meaningful progress as the project team has on-boarded an EDI Senior Coach and Leadership sessions continue to be booked in Q2 and Q3. OPS has also launched a new learning platform, Degreed, in Q2 and adoption and usage are very strong throughout the organization.
4. **Enhancing Member Wellness**- To date 4 new positions in Health Safety & Wellness have been added, and the team continues to progress with the new Wellness Portal and plans to publish a RFP in Q3.
5. **Improving Absenteeism and Turn-out Rate:** Work on improving turn-out rates is progressing—an Early Intervention (EI) System was launched in April to assist Managers and Supervisors in identifying members that may require intervention and early supports. This EI System continues to evolve, and the team is seeking to integrate data from additional sections, such as the Respect, Ethics and Values Branch. In addition, a Turn-Out Rate Dashboard is expected to be operational by the end of Q2, with Return-to-Work reintegration processes to be implemented in Q3.
6. **Gender-based violence & Violence Against Women** – The Gender-Based Violence and Violence Against Women (VAW) initiatives are progressing well. The VAW Community Strategy and Workplan continues to move forward with staffing plans on hiring an additional 3 FTEs in either our Sexual Assault Child Abuse (SACA) or Partner Assault Units (PAU); hiring of a SACA Campus Liaison, secondment of both a VAW Coordinator and an Missing and Murdered Indigenous Women & Girls (MMIGWG) Coordinator. These key resources are expected to be onboarded in early Q3. In addition, a co-produced Victim Centric Training course is expected to be developed in Q3.

7. **Intelligence Led Policing (ILP) & CSWB-** Intelligence-Led Policing (ILP) and CSWB work is progressing as CSWB / ILP Neighbourhood Pilots and Operational Level Pilots are expected to be launched in Q2. The OPSOC – Next Generation Project is progressing well as the project team continues to make steady progress in identifying the mandate, vision and mission of the new OPSOC and the team readies itself to engage with various focus groups in order to ensure a robust and appropriate future state is defined and implemented. INTERSECT 2.0 continues to move forward as the project team completed an environmental scan, technology review, and continues to work towards completing an options analysis that will be presented for review/input.
8. **Sexual Violence & Harassment** – On December 7, 2020, the OPS, in partnership with the Board, initiated a pilot with Rubin Thomlinson LLP (RT) to serve as an independent third-party advisor to confidentially receive complaints about workplace harassment, discrimination, violence and reprisal based on grounds protected in the Ontario Human Rights Code and the Occupational Health & Safety Act. This complaint process pilot was to last for six months and scheduled to end on June 7, 2021. In addition, RT was also retained to conduct an overall assessment of OPS' workplace cultural issues, policies, procedures, and general environment as it relates to workplace harassment and discrimination. RT's full Recommendation Report is expected to be received in September. Our future state approach to address sexual violence and harassment in the workplace, currently being developed by various internal and external working groups, will need to consider, and include recommendations brought forward by RT. To prevent any disruptive change to our members, the Service and the Board are continuing to invest in and extend RT's complaint and investigative services until December 31st, 2021. This extension will provide the OPS with sufficient time to continue the assessment, build, and obtain approval of all elements of the future Sexual Violence and Harassment Program. In extending RT's services, the OPS, will be able to launch all parts of a new and improved program—a program that has been formed by members, external/community partners, and leading industry experts within the field – in a complete, clear, and consistent way.
9. **Key Performance Indicators** - The Key Performance Indicators (KPI) initiative is focused on establishing organizational KPIs by integrating key measures into governance processes and organizational decision-making. The Project Team is on track to introduce new internal KPIs, with KPIs 1.0 in Q2 and KPIs 2.0 by the end of Q4.

10. Approach to Change – Culture - Through the Command Team, a series of Continuing the Conversation meetings are ongoing focusing on but not limited to: bullying/by-standing, sexual deviance & misogyny, systemic racism & discrimination, and misuse of force / overuse of enforcement with members from across the Service. Attendance and interest in these sessions remains high. The sessions serve to initiate the conversations needed to truly understand our core pillars of Duty of Care, Public Trust and CSWB.

CONSULTATION

Not applicable

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 Approach to Change as we strive to improve in three key areas for 2021 and beyond. First, improve equity, diversity and inclusion while addressing the cultural elements of the OPS which enables workplace violence, harassment and bullying. Second, improve service delivery to all residents but especially to the most marginalized, victimized and racialized communities. And third, implement neighborhood policing strategy with a focus on community partnerships and integrated service delivery through the CSWB plan. The next semi-annual report in July will present further updates on our continuing progress in implementing the Board's overall direction.

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