

**Report to / Rapport au:**

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

**22 November 2021 / 22 novembre 2021**

**Submitted by / Soumis par:**

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

**Contact Person / Personne ressource:**

**Deputy Chief Steve Bell, Corporate Support Command / Chef adjoint du soutien  
administratif au commandement**

***bells@ottawapolice.ca***

**SUBJECT: 2022 DRAFT OPERATING AND CAPITAL BUDGETS: PUBLIC  
DELEGATIONS AND APPROVAL**

**OBJET: VERSION PROVISOIRE DES BUDGETS DE FONCTIONNEMENT ET  
D'IMMOBILISATIONS 2022 : DÉLÉGATIONS PUBLIQUES ET  
APPROBATION**

**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**

Throughout the Budget process, in order to provide maximum transparency, Ottawa Police Service (OPS) executive, finance staff, senior officers and members have made themselves available to provide information pertinent to the development of the 2022 Draft Budget. At the November 9, 2021 Finance and Audit Committee (FAC) meeting, the OPS committed to answering any outstanding questions raised by Board members that required further clarification and a more detailed response. The OPS was provided

a list of follow up questions by the OPSB Executive Director on November 10, 2021 and this report contains both the questions and the OPS's response to these questions.

## **DISCUSSION**

The list below includes both the questions raised through the Executive Director and the Service's response:

1. **QUESTION:** The Board would like more detailed information pertaining to the make-up of the following expenditure types which are listed on page 112 of the budget book: 502395 – Memberships; 502650 – Misc. Rentals; 502899 – Police Related Services; 505981 – Police Related Supplies.

### **RESPONSE:**

#### **502395 – Memberships:**

Line item 502395, Memberships, includes anticipated expenditures for both organizational memberships as well as section and unit level memberships. At an organization level, the OPS maintains memberships for several organizations and associations, including: the CACP (Canadian Association of Chiefs of Police), the OACP (Ontario Association of Chiefs of Police), the CAPB (Canadian Association of Police Boards), the OAPSB (Ontario Association of Police Services Boards), the IACP (International Association of Chiefs of Police), MCC (Major Cities Chiefs), and the FBI. Memberships for these organizations and associations is important in maintaining important partnerships, and inclusion in dialogue regarding issues, trends, and best practices.

At a section and unit level, anticipated expenditures are related to those required for members of the OPS to achieve and maintain accreditation and professional status. For instance, several members are required to achieve and uphold audit, finance, and human resource professional designations and memberships in order to fulfill their professional duties. In addition, supplying membership access to key associations to help further develop and support members, such as Association of Black Law Enforcers (ABLE), Ontario Women Law Enforcement (OWLE) etc.

This line item also includes membership fees for various non-profit community organizations and councils and services: such as Community Navigation of Eastern Ontario, Survey Monkey evaluation membership, Alternative Dispute Resolution Institute of Ontario (ADRIO) annual membership, Ontario Association of Social Workers (OASW) licensing, Ontario College of Social Workers and Social Service Workers (OCSWSSW) registration, C. Med Fee. Memberships for

youth related development opportunities and contacts such as Ontario Association of Child and Youth Counselors etc. In addition, support learning development and leverage expertise offered through an organizational membership with key groups such as the Canadian Center for Diversity.

### **502650 – Misc. Rentals**

Line item 502650, Misc. Rentals, captures anticipated expenditures for equipment rentals that are not captured elsewhere in the budget. Specifically, this line item captures expenses incurred to rent the mail sorting machine and the Pitney Bowes postage machine. The largest item is rental paid to secure access to offsite storage needs.

### **502899—Police Related Service**

Police Related Services, includes a variety of services procured in order to achieve operational, legislative, and strategic requirements throughout the year. These service types have been itemized below and sorted by amount. As noted below, the top three items are Court Security (provided by Garda), shredding services, and informant development services.

<b>Section</b>	<b>Description</b>
Courts - Court Security	Outsourced Security Screening at Ottawa Court House
Information & Records Services	Shredding contract with Ottawa Carleton Association for Persons with Developmental Disabilities (OCAPDD) as well as shredding provided by 3rd party.
Intelligence	Informant Development – Human Source program
Corporate Accounts	OPS pay for any repairs that we are called to for doors that need to be secured or windows boarded up. This budget also covers the repair or replacement of personal property and repair of incidental damage to public and private property during the course of duty.
Planning & Innovation - Branch Support	Budget base for supporting business plan related activities for OPS and OPSB.
QuarterMaster Stores	Tailoring stock uniforms, sewing flashes, adjusting, and hemming trousers, repairing damaged clothing and cost of alterations for new recruits, leather and nylon repairs.

Corporate Accounts	This associated cost code also includes participation (i.e. tickets/table purchases) at Charity Events and other sponsorships. Throughout the year, the OPS is invited to support community events often in support of Indigenous, diverse, racialized and religious communities. These opportunities are carefully reviewed to ensure they fall within the strategic priorities of the service (community outreach and policing, EDI, recruitment) and provide the ability for OPS members to attend and support important community functions.
Corporate Accounts	Fingerprint Charges from the RCMP. This is cost recovered through our background check revenues.
Professional Standards	Voluntary Alternative Dispute Resolution Program
Fleet Services	Police Fleet units that are grounded or disabled are towed.
Evidence Control	Costs to dispose of toxic drugs and other wastes. Have bio-hazardous property picked up and incinerated. Ammunition disposal.
Guns & Gang Unit	The Guns and Gangs Unit engages in proactive covert investigations that is often at the Project level (invokes provincial financial assistance) and heavily relies on the introduction of formalized undercover police assets to the crime group under investigation. For investigative integrity, costs associated to undercover operatives (vehicles, safe houses, props, etc.) are borne by the investigative Unit. This cost coding is also used to cover expenses when an investigative team find themselves taken out of town for unplanned operational deployments. The covertness around credit card invoicing is to protect the integrity of the sensitive investigation.
Investigations - Directorate Support	Employee wellness initiative to address the well-being of the individuals exposed to the various traumatizing experiences they encounter in their job. Spans numerous sections in CID (SACA, ICE, HTC, FIS, Major Crime etc.)
Radio System	Funding needed for the cost of replacing damaged radios.

Professional Development	Off-site training facility rentals i.e. Promotional exam site, Block training off site
Auction Proceeds	Sales commissions, transportation costs & other sundry costs related to sales of unclaimed property.
Canine	Canine kenneling/ boarding costs for dogs within K9 Unit
Marine and Trail Enforcement Unit	Vessel certification, Vessel Launch fees and Docking Charges for 3 slips at the area marinas.
Impound Vehicle	Towing of vehicles specific for investigative purposes
Police Services Board	Simultaneous Interpretation equipment Floral Arrangements/Wreaths Transcripts & Meeting room rental for conciliation/arbitration

### 505981—Police Related Supplies

Police Related Supplies, includes anticipated expenditures related to supplies required to perform operational duties. These expenditures have been itemized below and sorted by expenditure size. In the Draft 2022 Budget, the top police related supply items include: supplies distributed by the Quartermaster (health and safety supplies, PPE, some use of force items), and supplies required by the Emergency Support Unit when deployed.

Section	Description
Quartermaster Stores	Health and Safety Supplies. Oleo Capsicum Spray, Hand Antiseptic, Bandages, Biohazard supplies, Disinfectant. Prior to the pandemic this budget was utilized to cover some PPE and sanitizing needs (i.e. Lysol wipes). <i>Note: Once the pandemic began, all associated costs were tracked separately in our pandemic cost center and covered from the Safe Restart funding from the Province. Once the pandemic is over this budget in QM will be leveraged again for PPE and sanitizing needs and will have to be re-evaluated at that time to determine what the proper ongoing budget base is.</i>

Emergency Services	Emergency Services Unit supplies for deployment including public order equipment (shields, batons, voice amplifiers) and search and rescue equipment (rope kits, harnesses and other supplies for hazardous environments).
Radio System	Replacement of portable radio batteries, antennas, chargers and other radios parts such as earpieces, speakers and microphones as required to maintain the OPS portable radio fleet in operational mode.
Quartermaster Stores	City directories, Criminal code books, Notebook/Notebook companions
Pipes and Drums	Funds for operation and miscellaneous expenses of the Pipes and Drums – The Ottawa Police Service Pipe Band has been serving the Ottawa community for over 55 years with a clear mandate to support City of Ottawa ceremonial events, community events, and Ottawa Police Service ceremonial events. The band consists of 81 police and greater community volunteers under our formalized volunteer program. City events include the civic parades, Order of Ottawa Ceremonies, Remembrance Day ceremonies, swearing in ceremonies, and several solo piper events. As for police events, the band is engaged with the Provincial and National Police Memorial events, police funerals, Recruit Badge Parades, and several long-standing community parades, events, and charity events. This covers off uniforms, drums, and some of the travel/logistic costs, the remainder being generated by the band in various forms.
Evidence Control	Property Evidence Supplies - Boxes, evidence tags, skids
Tactical	Equipment necessary for hostage rescue capabilities as required by adequacy standards. This cost code also includes expenditures associated to explosives forced entry program supplies for annual recertification training, firearms cleaning supplies, batteries (for use in tactical weaponry), cylum sticks, ear protection, eye wash/ decontamination stations, flex cuffs, load out bags, weaponry cases and range targets.
Annual Awards Ceremony	Annual Awards/Recruits Ceremony Recognition Mementoes to honour special occasions
Witness Protection Section	Witness Relocation Investigative Expenses

Emergency Services	Use of force options repair and upgrade
Frontline Policing - Directorate Support	Equipment replacement for cars
Canine	Purchase of New Dogs (replacement not growth) Canine Supplies & Dog Food
Canada Day	Meals and other incidentals related to Canada Day (now deemed a recoverable cost as per new Nation's Capital Federal Grant agreement)
Chief's Honor Guard / Special Performances	Funds for operation and expenses cover tunics, pants, boots and accoutrements; flags, poles, harnesses, stands; all travel expenses; courses and training. <i>Note: The Ceremonial Guard has been serving our community since 1980. Our mandate is to represent the citizens of Ottawa and all members of the Ottawa Police Service via the Office of the Chief at all City of Ottawa Ceremonial events (Order of Ottawa; Key to the City), community events (Remembrance Day; St. Anthony's Parade; Juvenile Diabetes; etc), Ottawa Police ceremonial events (Badge Ceremonies; Community Awards), police funerals anywhere in Canada and the northeastern United States, the Canadian Police and Peace Officers' Memorial, the US National Law Enforcement Memorial as well as working in support of the benevolent efforts of the Three Strohm Sisters Foundation to raise funds for pediatric cancer research.</i>
Intelligence	Required tools and supplies and covert expenses.
Visual Operations Unit	Print supplies for photographic evidence exhibits for court and corporate print requests and to support Strategy & Communications function.
Technical Support Section	Required tools, supplies and covert expenses to support investigations. The section has a variety of electronics, tools, devices that need to be maintained and upgraded as technology advances. The section often fabricates props or devices to be used in a covert capacity and be deployed for investigative purposes. Some of the items purchased for example would be commercial grade batteries, electronic parts, diagnostic tools, electronic scanners, 3d printers, tablets and wireless devices. Specialized tools to monitor for example tracking devices, probes and cameras, specialized safety boots, protective clothing, covert wear are also covered within this cost code.

Frontline Policing - Directorate Support	Patrol First Aid and Defibrillator Program
Guns & Gang Unit	Ammunition for Firearms Testing. Clothing and Safety Equipment
Marine and Trail Enforcement Unit	Snowmobile and ATV rider gear & helmets. This function supports monitoring 2800 km of waterways and includes all ground searches within rural and remote areas. Provides critical search and rescue operations for both land and on water and conducts routine impaired counter measures on trails and boating.

2. **QUESTION:** In the projection for the next three budgets (on pages 29 and 30) there is the statement: "A new services investment target of \$1.0M to continue to deliver on the Board's strategic direction with an offsetting efficiency target of \$1.5 Million to achieve that outcome." Is that the same \$1.5M mentioned on page 18 and can the Service provide additional detail and clarity?

**RESPONSE:**

On pages 29 and 30, there is a statement that "A new services investment target of \$1.0M to continue to deliver on the Board's strategic direction with an offsetting efficiency target of \$1.5M to achieve that outcome." To clarify, this means that there will be a spend of \$1.0M in each of 2023, 2024 and 2025 to assist in achieving the Board's strategic direction. It is anticipated that efficiencies found to offset these expenditures will be \$1.5M in both 2023 and 2024, and \$0.5M in 2025.

The \$1.5M in anticipated savings in 2023 and 2024, and the \$0.5M in anticipated savings in 2025, noted on page 18 are the same as those mentioned on pages 29 and 30. It is believed that some of these savings will be achieved as a result of executing on the Board's strategic direction, but no specific details on where these savings will be found are available yet.

3. **QUESTION:** The Privacy Lawyer, who is in the new services on page 24, is going to cost the OPS \$100,000 in 2022. It is an investment to support the community diversion initiative and the Community Safety Plan, but it is our understanding that the Community Safety plan is the City's responsibility. Has



there been any discussion with the City to pay for or share the cost of this initiative and if so, what was the result and agreement of these discussions?

**RESPONSE:**

We are discussing this matter with the City and will ensure that we are accessing the preferred rates and vendors as negotiated by City Legal Services. Should the option for OPS to leverage existing City Legal Services be confirmed, OPS would still incur the cost as per the City's current charge back practices.

Refer to Document 1 for further details.

4. **QUESTION:** In Table 4 on page 18 what are the Other Efficiencies and Reductions that are generating \$1.9M in cost reductions and a reduction of 15 FTE? Can the Service provide additional detail surrounding the composition of this line item?

**RESPONSE:**

To be provided as an In-Camera Document.

5. **QUESTION:** On page 18 there is a 5% target for the Call Redirection target in 2022. Is that \$1.9M cost and 15 FTE reduction shown in Table 4? How confident is the OPS that that reduction can be achieved in the first year? Will additional investments in subsequent years be required and can estimates be provided on the size of these investments?

**RESPONSE:**

The call diversion program will begin by reviewing all calls for service received by the OPS, determine what external alternate service provider resources exist which provide a more appropriate response that aligns with the City of Ottawa's Community Safety and Wellbeing Plan. The OPS target rate is 5% in the first year. As calls for service are diverted staffing resources will be assessed, some of which could be assigned to other priorities and/or reduced from budget.

6. **QUESTION:** Are the Efficiencies and Reductions on Table 1 being used to fund and staff the New Services on that chart? What is the contingency plan for funding the new initiatives if the Efficiencies and Reduction targets are not met in 2022?

**RESPONSE:**

Yes, funding efficiencies (identified as Efficiencies and Reduction in Table 1) allows the OPS to fund New Services (also noted in Table 1) without having to increase the tax rate to cover these new services. If efficiencies do not materialize as planned, some new services may need to be re-assessed, and/or deferred. OPS will monitor and report on the efficiencies in each of the quarterly financial reports and identify further management intervention mitigation activities, to maintain a balanced budget.

7. **QUESTION:** One page 34 there is a description of a new service entitled Data Driven Service Optimization that will cost \$700,000 improve the collection and use of internal and external data to improve the optimization of OPS resources and service delivery to the community through an IM/IT strategy. Is this cost only to produce the IM/IT strategy or will some implementation also occur? Can the Service provide detail on the anticipated costs in future years on IM/IT optimization implementation once the strategy has been created?

**RESPONSE:**

Refer to Document 1

8. **QUESTION:** On page 32, Culture Change is listed as a new service and carries the largest cost of the new services at a cost of \$2.2M. This investment is part of the ongoing culture change strategy that will result in the implementation of the recommendations and findings from various reports. Can the Service provide more detail on their strategy to achieve community buy-in so this initiative will be successful? Can the Service quantify or provide estimates on the cost savings if the initiative is successful?

**RESPONSE:**

The Culture Change investment provided in the 2022 Budget refers to the work required to develop our intercultural competencies and improve our workplace.

Building our member's intercultural competencies, through IDEA (Inclusion, Diversity, Equity and Anti-Racism) is foundational to how we move forward and evolve our workplace and the services we provide to the public. As such, the Service has planned to provide further individual member cultural assessments, associated training to remedy identified gaps and support customized training plans, which will include one-on-one coaching sessions as needed.

In addition to cultural development, the service is also taking concerted efforts to eradicate harassment and discrimination within the Service. First and foremost, the Service will focus on the implementation of a renewed respectful workplace strategy that was formed over the past 18 months. The OPS, in partnership with the OPSB, 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. The project work along with the recommendations from Rubin Thomlinson will fully form the future state of OPS' improved Respectful Workplace Program and is scheduled to be brought to the Board in January 2022. Community partnerships have been included in the overall project approach. The External Advisory Group (EAG), consisting of a cross section of community experts and peers, were active participants in further forming the strategy and future state. The benefits and overall outcomes associated to this investment, include but not limited to the following:

- Building a culture of accountability, whereby leaders, supervisors and members demonstrate the behaviours and actions needed to build a respectful and professional workplace, where every member feels respected, and safe. Ultimately, leading to increased level of trust in the service, leaders, supervisors, and associated systems and processes. Allowing members to solely focus on performing their duties to the best of their abilities and delivering quality service and interactions with the public.
- Increased number of interventions and prevention activities that will ultimately reduce the escalation of internal conflicts that have typically evolved to more severe complaints
- Improved member job and workplace satisfaction leading to increased productivity and quality of service
- Reduction in IPP, WSIB costs, and associated legal costs
- Increased public trust and confidence

Refer to Investment Summaries for further information, included as Document 1 in this report.

9. **QUESTION:** The OPS culture changes initiatives require an investment of \$2.2M. The Service is proposing 4 new FTEs, including hiring 2 lawyers to respond to the RT recommendation that OPS establish an Independent Office of Workplace Investigations. To clarify – on page 115, is the \$932,700 increase in 2022 from 2021 for compensation of these 4 new FTEs? Can you provide more details about how the remaining related to culture change initiatives? Can you provide more details about how the remaining amount was calculated?

**RESPONSE:**

The budget for the culture change project for 2022 was assembled from a variety of third-party reports and recommendations (Rubin Thomlinson, DiversiPro etc.). The majority of the \$2.2M budget for the Culture Change project has been established in the Office of the Chief to ensure the direct reporting relationship with the Chief and to adhere to one of the recommendations from Rubin Thomlinson’s report that OPS establish an Independent Office of Workplace Investigations.

The breakdown of where that \$2.2M budget was allocated is as follows:

Section	Amount	Description
Office of the Chief - compensation	\$925,000	Multiple FTE requirements
Office of the Chief – professional services	\$370,000	Redesign of promotional, performance, recruiting & selection. Restorative Justice Expertise
Office of the Chief – legal fees	\$150,000	External investigations cost
Office of the Chief – training	\$150,000	Staff Training Budget Base for Harassment and Human Rights training
Office of the Chief – police related supplies	\$125,000	DiversiPro recommendations
Office of the Chief – advertising & publication	\$20,000	Awareness Campaigns, material costs
Office of the Chief – computer software	\$10,000	Case Management System, various channels to report / anonymous reporting
Professional Development Center – compensation	\$150,000	Curriculum Designer FTE
Corporate – Liability Claims	\$320,000	Settlement claims
Total	\$2,220,000	

Refer to Investment Summaries for further information, included as Document 1 in this report.

10. **QUESTION:** Please explain how the OPS considers whether to civilianize or outsource positions or services? Going forward, can the Service provide an

update on how civilianization or outsourcing was considered for all retiring positions as part of the quarterly Workforce Management Report?

**RESPONSE:**

The OPS has traditionally been one of the most civilianized police services in the country. We consistently review options for civilianization or outsourcing of positions and services and seize these opportunities when they are available and do not impact public safety. We have also worked to align our civilian functions with the City of Ottawa and have been successful in reducing administrative positions (mail room and payroll). We plan to continue to pursue these opportunities and will seek to work with the Board on longer term plans to identify and implement further opportunities.

The following elements are carefully considered when assessing the viability of employing alternate resources in lieu of a sworn officer.

Legal & Regulatory	Operational	Strategic
<ul style="list-style-type: none"> <li>- Legislative authority?</li> <li>- Peace Officer status?</li> <li>- Law enforcement powers?</li> <li>- Powers of arrest?</li> <li>- Use of force?</li> <li>- Policy compliance?</li> <li>- Due Diligence?</li> </ul>	<ul style="list-style-type: none"> <li>- Special skills?</li> <li>- Indepth policing knowledge?</li> <li>- Special training?</li> <li>- Implementation timeline?</li> <li>- Technology expertise?</li> <li>- Sensitivity to change?</li> </ul>	<ul style="list-style-type: none"> <li>- Organizational reputation?</li> <li>- Public perception?</li> <li>- Community relations?</li> <li>- Leadership development?</li> <li>- Resource control?</li> </ul>
Organizational Liability	Economic	Human Resource
<ul style="list-style-type: none"> <li>- Member and public safety?</li> <li>- Preservation of information?</li> <li>- Protection of privacy?</li> <li>- Exposure to risk?</li> </ul>	<ul style="list-style-type: none"> <li>- Cost effective?</li> <li>- Cost savings?</li> <li>- Cost avoidance?</li> <li>- Revenue impacts?</li> </ul>	<ul style="list-style-type: none"> <li>- Collective Agreement constraints?</li> <li>- Resource availability?</li> <li>- Member accomodation?</li> <li>- Resource retention?</li> <li>- Recruitment barriers?</li> </ul>

Beginning in Q1 2022, OPS will include information about the positions that have been reviewed in order to determine if they are required or could be civilianized.

11. **QUESTION:** Can the Service provide more information on the evaluation and expected outcomes of the NRTs.

**RESPONSE:**

With the creation of the NRT program, Carleton University started an independent study to evaluate the effectiveness of the program. OPS has assisted with this study when asked by making NRT members available for interviews etc. but the study is independent from the police. The goal of the study

was to follow three teams through two years to see if there was any impact on the community view of police, safety and crime in general in their neighbourhood. This is an ambitious study as there is a team of evaluators that not only organized community meetings but also ensured marginalized members of our community were interviewed by going out on the street to interview. First interviews were completed in order to establish a base line but the follow up has been severely hampered by the pandemic for obvious reasons. Social conditions created by the pandemic has also influenced people's priorities. The study team has extended its completion date to complete the study.

OPS continues to evaluate through feedback directly from community members as the NRT teams become more accepted in their respective neighbourhoods.

In addition, we will be leveraging our partnership with the Community Safety Knowledge Alliance (CSKA), to ensure that the OPS NRT Program incorporates the best of what is known of other leading models (including the UK model); is sustainable; and is consistent with OPS's increased emphasis on community safety and wellbeing – balancing the upstream, preventative efforts with those on the more enforcement end of the spectrum. Specifically, CSKA will conduct a gap analysis and assist in the creation of a roadmap that will outline a future state of the NRT program that comprises actions, timelines, milestones and deliverables. CSKA would serve as facilitators, strategic advisors and coaches to OPS to develop a clear shared vision and action plan and will aid in the development of an evaluation framework to support implementation of the future state NRT.

12. **QUESTION:** Can the Service provide more information on its youth strategy and its future plans to evaluate the success of that strategy.

**RESPONSE:**

In June 2020, the Ottawa-Carleton District School Board (OCDSB) informed the Ottawa Police Service (OPS) that it would no longer be participating in the SRO Program. Given that the OCDSB made up about half of the program, the OPS made the difficult decision to discontinue the program in its entirety.

*Youth Strategy Update*

In response to this decision and any eventual risk(s) that could materialize, the OPS initiated the development of a new Youth Strategy—a strategy that will see

officers from the former SRO Program redeployed more broadly in the community.

New city-wide NRT Youth Focused Teams have been established with the aim of improving the safety and wellbeing of youth in Ottawa by connecting with them in the neighborhoods in which they live.

The primary focus of the teams will be—often through collaboration with our community partners—providing resources and support, early intervention, and appropriate diversion/application of the YCJA to those youth that are most vulnerable to victimization and/or heading down the path of escalating criminality. These two NRT-Youth focused Teams will be deployed across the city working both days and afternoon shifts. The teams are comprised of former SRO's and Youth officers. The new deployment model and shift will begin on November 15th, 2021.

Those currently assigned to the NRT Youth Teams have continued to work Monday to Friday to assist our area schools in the transition to using formalized OPS reporting mechanisms. The teams have also been assisting FLD in attendance at schools when required and will continue to present to all FLD platoons about elements of the Safe School Protocol, as the response to school-based incidents will be the responsibility of any available officer.

#### *Update on School Resource Positions*

Prior to July 2021, a total of 24 SROs provided service to 374 schools across four school boards within the City of Ottawa—including private schools—who have now been reallocated under the Neighbourhood Response Team (NRT). The former SROs, aptly renamed to Neighbourhood Youth Officers (NYO), remain connected to community-based services that provide support and diversion services for youth and their families.

Service demands involving schools and youth continue on a daily basis and are in line with previous years.





*Note: Service decreased in 2020 as a result of the pandemic, given school closures. However, reports involving youth are now beginning to trend upwards as schools re-open and restrictions are being lifted.*

To demonstrate the types of youth-related incidents, issues, and calls for service that NYO respond to on a daily basis, a four-day summary has been provided from October 4 to October 8, 2021, inclusive. Over the course of that period, 67 interactions have required a NYO response.

Document 2 contains a summary of these 67 interactions over the course of 4 days.

OPS' NYOs continue to provide timely policing services and an effective response to our youth-school-community service demands.

13. **QUESTION:** Can the Service please provide detailed and robust business cases for the new initiatives that are included as part of the 2022 draft budget.

**RESPONSE:**

Refer to Document 1

14. **QUESTION:** With respect to the new program to better manage issues related to WSIB and accommodations, what are the anticipated returns on the program and when do you anticipate you will start receiving them? Has the Service examined the experiences of other police services in this area?

**RESPONSE:**

Refer to Document 1

15. **QUESTION:** Can the Service please provide a list of unexpected budget pressures for 2021 and how they are being addressed/funded within the budget.

**RESPONSE:**

Unexpected budget pressures for 2021, and how they are anticipated to be addressed and funded within the budget are as follows:

- a. Airport revenue pressure will be addressed in ongoing contract negotiations.
- b. In the case of background check revenue, alarms revenue, red light camera revenue and federal grant revenue, we are taking a risk and not adjusting these budgets in the hopes that volume comes back to pre-pandemic levels and we are able to meet those targets again in 2022.
- c. Lost SRO grant revenue has been captured in the 2022 budget (i.e. removed).
- d. Pandemic pressures will be addressed in the 2022 budget through OPS reserves. This is consistent with the City's approach to financing these types of pressure.
- e. Sexual Harassment project pressures have been addressed and accounted for in the 2022 budget.
- f. Legal claims and settlements is an annual risk that we will take again in 2022. This said, it would be beneficial to establish a reserve to help mitigate this risk moving forward.
- g. OPA contract settlement is addressed and accounted for in the 2022 budget.
- h. WSIB is gradually being addressed through a budget increase and an investment in staff in Wellness to help get members back to work as soon as is feasible.
- i. Fleet fuel is addressed and accounted for in the 2022 budget. In the case of fleet maintenance, it is anticipated that these pressures will decrease now that the OPS is a few years removed from drastic cuts that were made to fleet that resulted in an aging fleet and high maintenance costs.

- j. OT has a minor pressure and is a risk for 2022 like most years, but budget base is reasonable.

16. **QUESTION:** Concerning the \$0.7 million investment for Data Driven Service Optimization, can staff please described whether these will be insourced or outsourced information management/information technology services, and also provide examples of implementation to improve service delivery, and what the projected efficiencies and cost reductions would be projected over a five year time horizon.

**RESPONSE:**

Refer to Document 1

17. **QUESTION:** Concerning the increase in the Nation's Capital Federal Grant to the Ottawa Police Service to assist in revenue recovery from police enforcement and protection operations that are initiated by federal imperatives (protecting embassies, presence at demonstrations, etc.) can staff provide an accurate assessment of the gap between the grant provided by the federal government and the actual cost to provide federal-related policing services.

**RESPONSE:**

The NCEPC program is intended to provide funding to offset unique costs incurred for Policing due to Ottawa being the Nation's Capital. Therefore, the program covers costs associated with demonstrations, vigils, marches, federal labour protests, visits from dignitaries/heads of state (not covered under separate agreement), events at federal landmarks and other events of national significance that occur in Ottawa as a result of it being the Nation's Capital. OPS will ensue that ongoing assessments and grant/demand reconciliations are routinely conducted in order to monitor the adequacy of the grant envelope.

The OPS has worked closely with its counterparts from Public Safety Canada and maintained an excellent working relationship with them over the past two agreements. During the recently expired agreement period, costs exceeded reimbursements every year. The most recent agreement has been adjusted as a result of this, however, will likely result in costs exceeding recoveries as well.

Details of the agreement which expired in March of 2020 are as follows:

*April 1, 2015 to March 31, 2020 Program*

- 5-year agreement with a maximum recovery (cap) of \$2M per 12-month period or \$10M over the term of agreement.
- Amended to include a supplementary amount of \$1.2M to cover additional costs associated with “Canada Day 150” celebrations held in 2017 (3-day event).
- The OPS exceeded the yearly cap in each of the 5 years (by as little as ~\$90,000 and as much as ~\$950,000) as noted in the table below.

<b>Ottawa Police Service NCEPC Program Statistical Information For the period April 1, 2015 to March 31, 2020</b>					
	2015/16	2016/17	2017/18	2018/19	2019/20
Major Events	10	11	8	11	9
Smaller Events	173	155	253	332	365
<b>Events by Category (as identified by PS Canada)</b>					
Canada Day	1	1	3	1	1
Remembrance day	1	1	1	1	1
Demonstrations	170	89	202	266	325
Special events & Vigils	3	5	3	4	2
Royals & Heads of State	0	2	1	1	3
Conferences	0	0	0	0	0
Labour disputes	3	3	2	4	0
Federal landmarks	5	64	49	1	41
Institutions and events of national significance	0	1	0	65	1
<b>Total</b>	<b>183</b>	<b>166</b>	<b>261</b>	<b>343</b>	<b>374</b>
Costs Reported on Program	\$ 2,089,080	\$ 2,601,283	\$ 2,141,308	\$ 2,949,905	\$ 2,662,735
Canada Day 2017 Supplemental Agreement	\$ -	\$ -	\$ 1,201,890	\$ -	\$ -
<b>Total Reported</b>	<b>\$ 2,089,080</b>	<b>\$ 2,601,283</b>	<b>\$ 3,343,199</b>	<b>\$ 2,949,905</b>	<b>\$ 2,662,735</b>
NCEPC Program Cap	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Canada Day 2017 Supplemental Cap	\$ -	\$ -	\$ 1,200,000	\$ -	\$ -
<b>Total Program Cap</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 3,200,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>
<b>Amount Exceeding Cap (not Recovered)</b>	<b>\$ 89,080</b>	<b>\$ 601,283</b>	<b>\$ 143,199</b>	<b>\$ 949,905</b>	<b>\$ 662,735</b>
Canada Day Planning/Deployment Costs	\$ 520,124	\$ 551,937	\$ 1,442,815	\$ 896,374	\$ 664,103
Canada Day Planning/Deployment % of Program	26.01%	27.60%	45.09%	44.82%	33.21%
<b>Costs assigned by Program Budget</b>					
Salary	\$ 1,679,396	\$ 2,053,140	\$ 2,591,003	\$ 2,353,163	\$ 2,102,931
Operational Supplies	\$ 17,468	\$ 36,859	\$ -	\$ -	\$ -
Intra Governmental Services	\$ -	\$ 11,410	\$ 100,584	\$ -	\$ -
Lease/Purchase Equipment	\$ 23,352	\$ 10,500	\$ 12,666	\$ 2,949	\$ 11,349
Translation	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Maintenance & Fuel	\$ 96,375	\$ 150,076	\$ 202,877	\$ 209,023	\$ 201,142
Administration	\$ 272,489	\$ 339,298	\$ 436,069	\$ 384,770	\$ 347,313
<b>Total</b>	<b>\$ 2,089,080</b>	<b>\$ 2,601,283</b>	<b>\$ 3,343,199</b>	<b>\$ 2,949,905</b>	<b>\$ 2,662,735</b>

Details of the current agreement which began in April of 2020 are as follows:

April 1, 2020 to March 31, 2025 Program

- OPS submitted a request, for the 5-year period, of \$22.33M which included an amount for an anticipated reduction of RCMP services at Embassies.
- The 5-year agreement was finalized with a maximum recovery (cap) of \$2.25M in 2020/21 and \$3M for the 12-month periods for 2021 to 2025 period or \$14.25M over the term of the agreement.
- 2020/2021 year was ultimately reduced to \$2.25M due to pandemic and anticipated reduction in events during the year.
- Agreement provides for recovery of many costs not eligible in previous agreements, including:
  - RCMP Radios,
  - Shaw Centre Rental, cooling stations, & food for Officers for Canada Day deployment
  - Other smaller items
- In 2020/21 the OPS was able to recover \$1.781M of the \$2.25M available for the 12-month period. This was due to Pandemic restrictions affecting events:
  - Canada day was virtual. No major events held downtown.
  - Demonstrations & marches were dramatically reduced.
  - Motorcycle Escorts (Changing of the Guards ceremony) were canceled due to Pandemic restrictions.

Budgets for the current agreement period are broken down below and are as follows:

Detailed Eligible Expenditures by Category	2020/21 Budget Public Safety Canada Funding	2021/22 Budget Public Safety Canada Funding	2022/23 Budget Public Safety Canada Funding	2023/24 Budget Public Safety Canada Funding	2024/25 Budget Public Safety Canada Funding
Personnel	\$ 1,750,000	\$ 2,300,000	\$ 2,300,000	\$ 2,300,000	\$ 2,300,000
Surge Capacity (New to contract)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Intra-Governmental Service	\$ 5,022	\$ 4,996	\$ 4,996	\$ 4,996	\$ 4,996
Operational Supplies	\$ 19,000	\$ 31,500	\$ 31,500	\$ 31,500	\$ 31,500
Lease or Purchased Operational Equipment	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Leased Space(New to contract)	\$ 50,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Translation & Other Services	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Vehicle Maintenance and Fuel	\$ 75,000	\$ 149,700	\$ 149,700	\$ 149,700	\$ 149,700
<b>Subtotal – Cash</b>	<b>\$ 1,956,522</b>	<b>\$ 2,608,696</b>	<b>\$ 2,608,696</b>	<b>\$ 2,608,696</b>	<b>\$ 2,608,696</b>
Administrative Services (15%)	\$ 293,478	\$ 391,304	\$ 391,304	\$ 391,304	\$ 391,304
<b>Total Expenditures:</b>	<b>\$ 2,250,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>

18. **QUESTION:** Are there any grants or supports from senior levels of government to finance the proposed Psychologist, Return-to-Work Specialist, and Wellness Analyst positions?

**RESPONSE:**

The OPS regularly scans for and appries itself of grants as they become available. In instances where grants and funding from upper levels of government are considered beneficial, the OPS does its best to apply for funding. At this point in time, there are no known grants or supports from senior levels of government to finance the proposed mental health and wellness initiatives, however, the service will continue to seek such opportunities and will apply should they become available.

19. **QUESTION:** Are the clothing and dry-cleaning allowances set in the collective bargaining agreement? Notwithstanding the fact that members of a professional police service should have these allowances, are there any cost savings available vis-à-vis vendors used?

**RESPONSE:**

Yes, clothing, and dry-cleaning allowances are set in the Collective Bargaining agreement (CBA). These allowances, negotiated by the Board and OPA, do not include stipulations or provisions regarding vendors to be used.

20. **QUESTION:** As you would know, I am not member of FAC working group and not privy to the discussions held during development and preparation of this DRAFT Budget for the past several months, I would be very interested to know if adequate provisions for staffing, intelligence and other tools have been kept for Guns and Gangs to keep our City Safe?

**RESPONSE:**

The FTE compliment of the Guns and Gangs Unit is 23 investigator positions of which currently seven are vacancies and shortages which translates into a 30% vacancy/shortage rate. (Four true vacancies and three shortages due to two investigators on acting sergeant assignments elsewhere and one suspension.) Ottawa Police Service remains committed to the Crime Prevention Ottawa led Ottawa Street Violence and Gang Strategy and it's recognized four pillars of prevention, intervention, neighbourhood cohesion, and enforcement and suppression. The OPS play a significant role in the first three community led pillars and has 100% of the enforcement and suppression responsibility, in the name of community safety, to identify and arrest young men who are actively carrying and using handguns within our communities. This involves a proactive, intelligence led investigations to cause their arrest, and the seizure of their handguns. The Guns and Gangs Unit relies on significant provincial/federal funding for staffing and two of the full complement of 23 positions are provincially funded positions that remain unfilled due to staffing pressures across all Directorates that will not permit the release and reassignment of constables to fill the two positions. This has an impact on the Unit's ability to identify and investigate persons involved in drug trafficking and are known/confirmed to be using firearms. Further details have been detailed as part of the Board Inquiry I-21-20 response provided on September 27, 2021.

21. **QUESTION:** Is the issue of shootings and killings not a priority for the OPS?

**RESPONSE:**

Please refer to the Board Inquiry I-21-20 response from the September 27, 2021 Board meeting.

22. **QUESTION:** What is the situation in the Units of Sexual Assault, Cybercrime and Fraud? Especially during the COVID – the use of the internet has exponentially increased and I wish to know what is the situation of OPS in that direction?

**RESPONSE:**

Significant resources have been put into the Sexual Assault Unit over the past two years, this includes adding nine investigative positions to bring the number of investigators up to 23 personnel, along with a commitment to keep the Unit fully staffed. (Currently, there is one shortage due to a leave of absence.) The Chief's Violence Against Women priority has also seen significant advancements in community reviews of sexual assault investigations, a focus on trauma informed interviewing, and the introduction of two VAW civilian coordinators, once focused on Indigenous women's issues. It is important to state that the Sexual Assault and Child Abuse Unit has received the most resources and attention of all CID units and is in a good state.

The Ottawa Police Service identified and created a Cyber Crime Section in 2016, however, has not placed investigators into the section since its creation. The four vacancies remain today. This does not mean that the OPS does not enter into cybercrime investigations, rather that we rely upon the Fraud Unit and the General Investigations Units to provide some basic level of expertise and investigative resources required for such investigations.

The Fraud Unit has a compliment of 16 investigators with a current vacancy rate of three and two long term shortages, operating at 69% of their full staffing. All reported frauds are case managed by the Fraud Unit case managers with several being identified as originating overseas or having corporate financial institutions as the complainant or victim of the reported fraud. (These are referred to the Canadian Anti-Fraud Center or to the investigative arms of the financial institutions who are impacted.) Frauds that are identified as occurring in our jurisdiction and having sufficient solvability factors are assigned and investigated by a professional, dedicated Fraud Unit investigator.

Along with this discussion, Board members asked questions related to existing gaps in service. The following provides key highlights of resourcing shortages and associated impacts.

**Key Resourcing Overview:**



The gaps across the 14 Units of the Criminal Investigative Directorate are significant with a combined vacancy and shortage rate of 19%, or 46 out of the complement of 244 criminal investigator positions currently not staffed. Of the four Branches within the Directorate, the Specialized Investigations Branch is a priority focus as it contains the Sexual Assault, Partner Assault, Human Trafficking, and Victim Support Units, the key units in our Violence Against Women priority and significant investments and a commitment to keep the positions staffed and overall, these units are staffed upwards of 95%.

As noted earlier, the Guns and Gangs Unit is experiencing a higher end vacancy/shortage rate of 30% (seven of the 23 complement) which is manifesting with a less than optimal proactive response to the young men in our community who are carrying and using firearms to advance their criminal activity. The reactionary stance of investigating shootings after they have occurred is fulsome, however, the proactive, intelligence led, proactive targeting on persons involved could certainly benefit from lower vacancy/shortage rates.

Overall, the General Assignment Units (there are three: Central, West, and East) carry an average vacancy/shortage rate of 25% of their compliment of 50 generalist criminal investigators. A similar rate of 25% exists in both the Homicide Unit and the Fraud Unit.

23. **QUESTION:** Please provide further information regarding the 28 previously approved FTEs outlined in the budget.

**RESPONSE:**

Several members of the Board have asked for further clarification of the previously approved 28 FTEs noted in the Budget. These 28 FTEs and the required budget were originally approved by the Board during the 2020 Budget process. The positions are part of the complement reflected in the 2022 Draft Budget. While the positions and budget exist for these positions, the OPS did not hire for these positions in 2021 and instead used the funding to offset inflationary costs. The OPS committed to the Board that it would wait until the end of the Draft 2022 Budget process to fill these positions.

As outlined in the response to question 23, the OPS face multiple gaps in staffing for a variety of reasons including increased calls for service, complexity and changing trends in crime and staffing pressures such as sick leave and WSIB absences.

As part of this Draft Budget, the OPS will use the 28 FTEs to fill critical shortages in priority areas:

**Traffic Unit:** The Traffic Unit is currently at 60% staffing (20 of the 33 complement). This has impacted the unit's ability to address significant community and councillor traffic concerns. During the pandemic, traffic patterns and behaviours have changed, and police are seeing an increase in stunt driving, red light running and speeding. Police have responded with multiple education and enforcement projects, however, the demand for enforcement throughout the city far outweighs our ability to respond. The unfulfilled need is particularly felt at the neighbourhood's level as the unit is unable to support the community-based demands of the Neighbourhoods Resource Teams. The staffing has also impacted other core mandate abilities such as traffic escort of motorcades.

**Sexual Assault and Child Abuse and Partner Assault sections:** For several years, OPS has been working to address staffing shortages in these units and explore the use of alternatives in service delivery including the VAW Coordinator and the Indigenous Women's Safety Table. These steps are allowing the OPS to improve assistance and support for victims of violence, better coordinate with our partners and bring in more culturally appropriate approaches. Moving forward, OPS will work to increase permanent positions in the area to ensure our staffing model reflects staffing standards followed by other police services and to introduce a joint risk assessment capability into our case management system.

**Guns and Gangs Unit:** This unit is currently facing multiple staffing shortages (higher end vacancy/shortage rate of 30%—seven of the 23 complement) diminishing our ability to conduct intelligence-based, proactive investigations to prevent future shootings. Instead, the unit is focused on reactive investigations to shootings. The reduced staffing has also prevented the OPS from being able to access provincial funding for four positions.

## CONSULTATION

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Not applicable.

## FINANCIAL IMPLICATIONS

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Not applicable.

## **SUPPORTING DOCUMENTATION**

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Document 1: OPS Investment Summaries

Document 2: Youth related interactions from October 4-8<sup>th</sup>, 2021

## **CONCLUSION**

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This report summarizes the response to all outstanding questions of the Board members regarding the 2022 Draft OPS Budget submitted through the Executive Director of the OPSB. If further clarification is required, the OPS would be happy to provide further details.

## Document 1

### Proposed OPS Investment Summaries

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To enhance the quality of service based on our commitment to change, the OPS has identified necessary investments in the Draft 2022 budget that will advance needed organizations changes, improve operational capacity and/or reduce costs in 2022 and beyond.

Each investment will contribute to:

1. The PSA generally and CSWB specifically
2. The Board's Strategic Priorities; Advancing Community Policing, Modernizing the Police Service, Supporting Member Wellness and Advancing Equity Diversity and Inclusion
3. The OPS' ongoing OPS strategy to (re)build public trust, demonstrate greater duty of care (for all community members/OPS members) and improve community safety and well-being. These are detailed herein
4. The feedback in the Board's community consultation for the 2022 Budget that we have heard from community members, Board members and Service members

Through these, the Return on Investment (ROI) for OPS will be: enhanced service delivery across a broad spectrum, increased accountability to both the community and its members, increasing the organization's ability to respond to challenges and opportunities in a more optimized and timely manner.

### Investment Summaries Table of Contents

<b>Culture Change .....</b>	<b>29</b>
<b>Member Health and Wellness .....</b>	<b>31</b>
<b>Call Diversion .....</b>	<b>34</b>
<b>Privacy Lawyer Initiative .....</b>	<b>37</b>
<b>Investigative Change .....</b>	<b>39</b>
<b>Indigenous Strategy .....</b>	<b>41</b>
<b>Data Driven Service Optimization.....</b>	<b>44</b>
<b>Enterprise Risk and Resource Management .....</b>	<b>48</b>

## Culture Change

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The Culture Change proposal is a \$2.2 million investment as part of the ongoing strategy to implement previously identified recommendations and priorities. It includes the establishment of an Independent Office of Workplace Investigations and implementation of new or enhanced police training.

### Program description

OPS leadership recognizes the need to evolve the workplace culture to enhance public trust. Investment in Culture Change will result the hiring of two lawyers to establish an Independent Office of Workplace Investigations, as well as a curriculum designer for a range of new or enhanced training programs including, but not limited to, Anti-Black and Indigenous Racism, and De-escalation and Use of Force training.

### Background

Officer surveys have been shown to provide insight into support for new policies or reform efforts.<sup>1</sup> The most recent OPS Member Engagement Survey showed that overall engagement of OPS members is in decline and only 58% of members agree that OPS promotes a culture of equity, diversity, and inclusion. Additional consultations and studies conducted by the OPS clearly demonstrate the need for culture change within OPS (such as Workplace Sexual Violence & Harassment/Rubin Thomlinson Reports, DiversiPro's Inclusion Diversity Equity, and the Anti-Racism (IDEA Report). Police are also mandated under the *Police Services Act* to be sensitive to the "the pluralistic, multiracial and multicultural character of Ontario society" (s. 1). Fostering cultural change requires acknowledging values, beliefs, and biases that impact organizations and member behaviour.<sup>2</sup>

Changing a culture is a large-scale undertaking that takes careful strategy and planning. It holds the unique requirement of both starting at the top and also being an organization-wide process. As organizations that struggle with their culture know, organizational cultural management is challenging. And it can be especially difficult when there's the need for a change. In part, this is because an organization's culture encompasses several components that intertwine and impact each other: values, goals, roles, processes, communications practices, and attitudes.

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<sup>1</sup> Robert Davis, 2012. *Selected International Best Practices in Police Performance Measurement*. Santa Monica: RAND Corporation.

<sup>2</sup> MNP, 2018. *Toronto Police Service Organizational Culture Assessment 2018*.

<https://www.torontopolice.on.ca/TheWayForward/files/organizational-culture-assessment-report.pdf>.

The OPS believes that initiating an IDEA strategy as an enhancement to the EDI Action Plan and building on REV efforts will improve organizational culture while improving service delivery to all communities (especially BIPOC communities). In order to chart the path forward to a more diverse, inclusive and respectful workplace, and an actively engaged community, the OPS will work with industry leaders to guide the development of the strategy, from readiness assessment and visioning, to implementation, measurement and monitoring, in order to strengthen OPS cultural competence, support and influence the organization's decisions. In the short-term, the OPS sought to further its understanding of intercultural competence through individual and group assessment tools. Medium-term actions involve developing a plan to transition from strategy to implementation. In the long-term, the OPS will continue to strengthen its external brand through the delivery of programs and services, and nurturing of relationships with service partners, in a manner that presents the organization as firmly rooted in, and supportive of, the communities it serves.

The Toronto Police Service conducted an organizational culture assessment in 2018. From this assessment, they developed initiatives such as building leadership skills, supporting consistent service to members and the public, and defining learning objectives for skills such as communication.<sup>3</sup> Similarly, practices to improve organizational culture have been incorporated in the federal public service and in private industry to ensure that bias free investigations and reviews are carried out by experienced professionals, and that recommendations are implemented.

### **Anticipated results**

The result of this initiative is a better and more respectful workplace where all feel safe and members feel empowered and supported to better serve the public. This initiative will also contribute to the ongoing OPS strategy of (re)building public trust, demonstrating greater duty of care (for all community members/OPS members) and improving community safety and well-being.

Financial returns on investment are likely to come through a reduction in resources needed to address workplace complaints, investigations, and litigations. By proactively developing an inclusive workplace culture and establishing an Independent Office of Workplace Investigations, the OPS can offset costs associated with complaints and allegations.

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<sup>3</sup> MNP, 2018.

## Member Health and Wellness

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Member Health and Wellness proposes a \$ 0.4 million investment to hire a team of experts to support OPS members, particularly those who are dealing with health and wellness issues. This demonstrates the Service's commitment to duty of care and the well-being of its members.

### Program description

The Member Health and Wellness investment would support the hiring of a full-time psychologist and a return-to-work specialist to support the health and well-being of OPS members. It would also include hiring a wellness analyst who will analyze HR information and data in order to identify risks and trends within the organization. The return-to-work aspect of this investment will provide a consistent, documented, individualized approach for any employee returning to work.

### Background

Police officers are repeatedly exposed to numerous occupational stressors and traumatic events in their role of maintaining public safety, stressors which are known to affect health and well-being. Negative impacts on health and well-being are detrimental both to officers and to the public, since those reporting higher well-being have been shown to exhibit more equitable police behaviour.<sup>4</sup> Ontario's Solicitor General, Sylvia Jones has acknowledged that "Police personnel are among the professionals who are most likely to be exposed to occupational stress situations while protecting our communities."<sup>5</sup>

The most recent OPS Member Engagement Survey (2020) indicated that many OPS members feel disengaged, burnt out, and frustrated. Indeed, the OPS Abilities Management Section has reported increases since 2016 of sick leave and of psychological injury, illness, and incident occurrences. The second quarter of 2021 in particular saw a significant increase in incident, illness and injury claims when compared to other quarters, and the most frequent incident only category in this quarter was 'psychological'.

In fact, since 2016, the Service has seen a 68% increase in the number of members requiring accommodation, an 800% increase in the number of members lost due to injuries and illness incidents, with the average number of hours lost per injury increasing

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<sup>4</sup> Lucas Baker et al. 2020. "Associations of Police Officer Health Behaviors and Subjective Well-Being: The Role of Psychological Flexibility," *European Journal of Health Psychology* 27 (3): 98-108.

<sup>5</sup> Ontario Solicitor General. 2021. "Ontario Expanding Mental Health Supports for the OPP," News Release, April 6, 2021, <https://news.ontario.ca/en/release/61004/ontario-expanding-mental-health-supports-for-the-opp>.

632% during this time. The resourcing implications of this are significant, as are the financial implications. In 2020, the OPS incurred \$4.6M in WSIB-related costs representing an increase relative to previous years and put the Service \$900,000 over budget.

This challenge is not unique to the OPS, has been noted as a significant challenge by other Ontario police services, and has only worsened since 2016 when presumptive legislation regarding post-traumatic stress disorder in first responders was enacted. It is since this time that psychological injury and illness claims began increasing in numbers. These claims present unique challenges as they often result in long-term absences and, when a member is allowed to return to work, prescribe accommodations requirements such as no use of force and no active policing duties. These restrictions make accommodation within a police environment extremely difficult and this reality has not been recognized by WSIB.

We know we are not alone with the challenge of supporting our members while ensuring adequate staffing levels to provide the service our communities need and deserve. Our commitment to building our capacity to support our members so they can remain at work or mitigate time away from work is demonstrated through our budget request for 2022. The Solicitor General also recognizes the need exists across the province to do more to support our Public Safety Personnel. A Mental Health Secretariat was formed which includes physicians, psychologists, public safety personnel from various first responder groups, and benefit providers (e.g. WSIB). OPS is also represented on this Secretariat. The purpose is to build an integrated safety net that provides the right mental health programs at the right time for all personnel in public safety and first responder (PSP / FR) organizations across Ontario. Although this will take time, we know its time and attention that is well spent to ensure a supportive and healthy environment for our members. The vision of the Secretariat will lead to an improved 'turn out' rate or reduced severity of absence which will improve our current staffing challenges.

Additionally, female OPS members rated 'respectful workplace' and 'ethical behaviour' less favourably than their male peers. OPS members also reported experiencing harassment as well as race- and gender-based discrimination.

OPS members are also under increasing strain due to staffing shortages. At the end of 2021 Q3, the sworn compliment was 1472 members for 1482 sworn positions (in other words, short 10 members). Additionally, an increase in early retirement among sworn members in 2021 (16 members) combined with the eligible retirement in 2022 of 89 members and over 100 members suspended or on leave, the Service could be facing



unprecedented staffing shortages in 2022. This is likely to further exacerbate the strain on OPS members which has been felt over a period of five years.

In 2021, the Ontario government committed to investing \$12.5 million to support mental health services for Ontario Provincial Police (OPP) and their families. This includes hiring 20 additional mental health support workers. In 2020, the Police Association of Ontario launched the initiative 'Everyone Needs Backup' to support mental health and wellness of Ontario police personnel. It includes resources, tools, and support programs as well as efforts to break the stigma around mental health ([www.poa.ca/everyoneneedsbackup](http://www.poa.ca/everyoneneedsbackup)).

### **Anticipated results**

The financial, social and psychological costs of having members off work can be mitigated through return-to-work programs, which include the provision of suitable, safe, accommodated work. The benefits of accommodating an employee far exceed the cost of remaining off work. It is anticipated that the OPS return-to-work program will: 1) increase the number of employees returning to safe, suitable and sustainable work earlier through active return-to-work initiatives; 2) reduce the duration (turn out rate) and the length of time employees are off work; and 3) reduce costs for the OPS given the increasing cost of WSIB injuries. An effective and supportive return-to-work program will also provide improved employee engagement and union-employer relationships.

Addressing member wellness and specifically targeting race and gender-based discrimination and harassment, the OPS will demonstrate its duty of care and will advance toward our strategic priorities of authentic inclusion and of improved responses to violence against women. Additionally, enhancing the resilience and well-being of OPS members is likely to improve their physical and mental health and their job performance, which in turn increases public safety and community approval.<sup>6</sup>

Investment funding directed at this initiative to support member health and wellness involves a fixed-duration engagement of mental health professionals and subject matter experts. As such, this initiative does not increase the OPS compliment, but rather support the existing compliment in order to improve their well-being and efficiency.

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<sup>6</sup> Baker et al. 2020.

## **Call Diversion**

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Call Diversion proposes a \$ 0.4 million investment to develop and implement an alternative call referral program for low risk, low acuity 911 calls or calls to police.

### **Program description**

The Call Diversion initiative will create a more effective Adult Pre-Charge Diversion Program in Ottawa to align with the goals of the CSWB and enable the most appropriate responses to people with complex needs. The Diversion Review team conducted research into current best practices and policies across various international, national, and local police services and related stakeholders. This produced a set of recommendations to increase efficiency and quality of service to the community. It is estimated through the creation of a Diversion Unit, and related policies and procedures, over 90% of low-level files can be diverted, totaling approximately 5,000 files (in comparison, in 2019 OPS referred only 126 files for diversion).

### **Background**

A recent Social Impact Audit conducted by HelpSeeker for the OPS found that the Social Safety Net in Ottawa has diversified over the last 30 years. There are thousands of service elements in Ottawa providing a vast array of activities and supports. The Call Diversion Initiative will build upon knowledge of identified social services in order to develop effective strategies to direct individuals toward comprehensive supports within the community.

Diversion initiatives typically respond to calls involving mental illness, homelessness, and substance use. Various models of such initiatives are being adopted across Canada, such as through Crisis Intervention Teams (CITs), Co-Response Teams (CRTs), and mobile crisis intervention teams (MCITs). CITs and MCITs are generally comprised of frontline officers with special training in mental health, while CRTs involve joint response from a specially trained police officer and a mental health practitioner. Such efforts can direct individuals away from the criminal justice system and toward community-based supports such as housing, mental health, and addiction support.

Diversion initiatives can also reduce burden on the criminal justice system by diverting individuals charged with minor criminal offences away from the courts and toward community-based programs that can hold them accountable through appropriate sanctions (such as letters of apology, completion of relevant programs, or volunteer work).

The Support Team Assisted Response (STAR) program in Denver, Colorado is an alternative option for low-risk, low-acuity 911 calls launched in June 2020 with the goal

of diverting individuals away from the criminal justice system. STAR mobile unit consists of a paramedic and mental health clinician, dressed in street clothes, who respond to calls that do not require a police presence. STAR team members provide direct clinical de-escalation, community service connections as well as on-demand resources such as water, food, clothing and basic living supports. Another well-known diversion initiative in the States is the CAHOOTS (Crisis Assistance Helping Out on the Streets) program in Eugene and Portland, Oregon. These programs provide crisis support and divert about 20% of 911 calls.

B-HEARD is a pilot project launched in the spring of 2021 to transform New York City's response to Mental Health. Teams of mental health professionals and Emergency Medical Services Technicians (EMTs)/Paramedics respond to low acuity mental health 911 calls in East Harlem and parts of North and Central Harlem. The teams are dispatched by 911 operators in appropriate situations that occur within the 25th, 28th or 32nd precincts. They operate seven days a week, 16 hours a day. In other precincts, and in emergency situations involving a weapon or imminent risk of harm to themselves and/or others, NYPD officers and other emergency response resources continue to respond as before. Training is provided to 911 operators and EMS to triage and assign calls to B-HEARD Teams based on the call location, dispatch criteria, and availability of B-HEARD Teams. In the first three months of the pilot, 911 operators (NYPD and EMS) routed 23% of mental health 911 calls (342 calls) to B-HEARD teams. This number is projected to approximately 50% of all 911 mental health calls. B-HEARD teams responded to approximately 83% of all calls routed to them. The remaining calls received the traditional response by NYPD and EMS (typically because the B-HEARD teams were unavailable, responding to another other calls).<sup>7</sup>

In Ontario, the OPP is currently rolling out its own 'Crisis Call Diversion Program.' It involves a professional mental health and addictions crisis worker embedded in OPP Provincial Communications Centres. Crisis workers assist people in crisis and also work with officers to de-escalate situations in which police respond to the call. The program was piloted in London in 2020-2021 (where 16% of calls were diverted from police), expanded to Thunder Bay in 2021, and will be expanded to other Communication Centres in the coming months.<sup>8</sup>

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<sup>7</sup> City of New York, 2021. "B-HEARD: 911 MENTAL HEALTH EMERGENCY HEALTH-CENTERED RESPONSE PILOT PROJECT," <https://mentalhealth.cityofnewyork.us/wp-content/uploads/2021/05/B-HEARD-One-Page-FINAL-5.27.2021.pdf>

<sup>8</sup> Ontario Solicitor General, 2021. "Ontario Adding Mental Health Workers to OPP Communications Centres," *News Release*, June 22, 2021. <https://news.ontario.ca/en/release/1000383/ontario-adding-mental-health-workers-to-opp-communications-centres>.

## Anticipated results

Consultations with the public, community partners, and stakeholders over the past few years have demonstrated that an alternative model for police responses to certain types of calls (especially mental health and addictions) is a top priority. Thus, one anticipated result of this initiative is increased public trust and strengthening of public partnerships. Further, this initiative will ensure the most appropriate agency is engaged, in a manner that is sustainable, while allowing the OPS to focus on its core services.

Strengthening partnership and diverting individuals out of the criminal justice system and directing them to community services address recommendations from recent internal reviews. For example, the Social Impact Audit by HelpSeeker recommended that the OPS improve responses for individuals with high-systems involvement and explore new models of collaboration and accountability structures between the OPS and the social ecosystem to improve long-term outcomes for individuals in crisis and those continuums of the mental health, addictions, and recovery. This will contribute to savings for the OPS by reducing police interactions with complex needs individuals.

Cost savings are also anticipated through the provision of lower-profile response to certain 911 calls. Other police services, like Denver Police who implemented the STAR diversion program, have seen cost savings for the Department and the municipality through the implementation of diversion programs.<sup>9</sup> Partnering with and/or embedding social service providers in OPS responses and diversion efforts will also reduce demand on sworn members.

Additionally, post-charge diversion initiatives anticipate numerous financial and FTE savings, such as through:

- a reduction in the number of touchpoints through a more streamlined diversion process;
- a reduction in the number of files actually being processed (e.g., those that the Crown would not likely pursue or that would have likely met with post-charge diversion direction);
- an expansion of the eligibility criteria for files/charges that were previously considered ineligible for diversion, which in turn is likely to reduce the number of files being forwarded for investigation; and
- the engagement of service provider who has the ability to appropriately assess each file for the best diversion outcome (including working with multiple, local agencies).

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<sup>9</sup> Denver Police Department, 2021. "STAR Program Evaluation."

## Privacy Lawyer Initiative

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Privacy Lawyer initiative proposes a \$0.1 million investment for identification and provision of instruments to facilitate joint operations and information sharing between police and community-based social services.

### Program description

The Privacy Lawyer initiative will provide OPS and its community partners, the City of Ottawa, and Community Safety Well-Being (CSWB) Plan staff with privacy and legal advice needed to enable CSWB planning and pilot operations, information sharing, memoranda of understanding (MOUs), and standard operating procedures (SOPs). This initiative will allow for shared responsibility of outcomes and clear standards of accountability, thus breaking down barriers that currently impede joint responses to complex community safety concerns. Engagement privacy lawyer for a short- or medium-term position does not increase demand on existing OPS compliment of sworn and civilian members.

### Background

While maintaining public safety and fostering partnership with community organizations, police have an obligation to respect the privacy rights and dignity of victims and alleged offenders. Police must comply with rules in the public sector privacy legislation that limit the disclosure of personal information without consent. OPS must also work within the confines of various pieces of legislation when responding to request for information by members of the public, request for engagement and collaboration with community partners. The expertise of a Privacy Lawyer will allow for the identification of solutions within a restrictive area of privacy law.

The OPS recognizes the high degree of privacy afforded the information help by the police. Any release of information is pursuant to the framework of the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), *Police Services Act*, *Child and Youth Family Services Act* (CYFSA) and other legislation and supporting regulations. Additionally, the Information Privacy Commission (IPC) has developed guidance documents, decisions and practices concerning access and privacy to enable the exchange of private information between police agencies and community partners.

The addition of a Privacy Lawyer will allow the OPS to work with the IPC and community partners in exploring ways to exchange private information in lawful manner to ensure we are meeting the needs of our community. The OPS privacy lawyer will be

required to draft and consult with the IPC regarding privacy agreements/Memorandum of Understandings (MOUs) with numerous community partners. A MOU, also referred to as a Memorandum of Agreement (MOA), is an “instrument used to build mutual respect and trust between partners while delineating specific roles and responsibilities of the partnering agencies.”<sup>10</sup> Thus, MOUs developed by the privacy lawyer will ensure adherence to the appropriate legal rights and responsibilities during the inter-agency collaborations that support the City’s CSWB.

This initiative will address calls from the public for greater collaboration between police and community-based organizations. It also responds to formal recommendations, such as resulting from the National Inquiry into Missing and Murdered Indigenous Women and Girls which called for police and women’s shelters to find a solution to the issue of sharing information within the parameters of the privacy legislation. As such, improvements to the sharing of information and community partnership could improve the safety of women and girls in our community and address violence against women (VAW) and gender-based violence (GBV). This will, in turn, improve public trust since improved responses to VAW and GBV have been repeated concerns expressed in community consultations.

The Privacy Lawyer initiative also addresses public concerns to improve OPS responses to individuals dealing with mental illness, crisis, and addiction. In 2014, the Hon. Frank Iacobucci, in his report ‘Police Encounters with People in Crisis’ recommended that a comprehensive oversight committee be struck to unite police, psychiatric facilities, emergency medical services, community health organizations and others. Such a committee would be tasked with developing a means of sharing of relevant information amongst themselves, including with the police.<sup>11</sup> At that time, Brian Beamish, acting commissioner with the Office of the Information and Privacy Commissioner of Ontario, noted that subject matter expertise would be “critical to the proper resolution of privacy issues associated with, for example, police access to personal health information.”<sup>12</sup>

Examples of successful collaboration between police and social service agencies can be found in Child Advocacy Centres (CACs) which develop clearly defined memorandums of understanding (MOUs) that clarify roles, processes, and the treatment

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<sup>10</sup> Community Oriented Policing Services, 2017. Memorandum of Understanding Fact Sheet, [https://cops.usdoj.gov/pdf/2017AwardDocs/chp/MOU\\_Fact\\_Sheet.pdf](https://cops.usdoj.gov/pdf/2017AwardDocs/chp/MOU_Fact_Sheet.pdf)

<sup>11</sup> Frank Iacobucci, 2014. “Police Encounters with People in Crisis.” *Police Encounters with People in Crisis*. Toronto.

<sup>12</sup> Wendy Gillis, 2014. “Innovative recommendations for Toronto Police dealing with mentally ill,” *Toronto Star*, July 26, 2014, [https://www.thestar.com/news/gta/sammyyatim/2014/07/26/innovative\\_recommendations\\_for\\_toronto\\_police\\_dealing\\_with\\_the\\_mentally\\_ill.html](https://www.thestar.com/news/gta/sammyyatim/2014/07/26/innovative_recommendations_for_toronto_police_dealing_with_the_mentally_ill.html)

of sensitive information regarding child victims of abuse. For example, the Sheldon Kennedy CAC in Alberta employs individuals from six partner agencies, including police, health and social service agencies. Established MOUs allow sensitive information to be shared among partners.<sup>13</sup>

### **Anticipated results**

The OPS has explored whether or not the City would absorb this expenditure should the OPS choose to leverage City Legal Services (through resourcing or preferred rates), however, it has been determined that the OPS would incur the cost as per the City's current charge back practices. Despite this, the anticipated results of this investment are considered significant.

The results emanating from this initiative is the effective transfer of information between partners, through the development of MOUs and establishment of clearly-defined practices, which directly supports the implementation of Ottawa's CSWB. This will reduce the time needed to implement pilot projects and partnerships, which increases opportunities for success on both financial and social ROIs. Clearly established privacy protections and MOUs are also likely to reduce future costs from civil litigation and associated damage to OPS reputation.

This initiative will also allow for more effective supports to be made available to individuals with co-occurring complex needs, such as mental illness and addiction while maintain their rights to privacy and personal dignity.

### **Investigative Change**

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Investigative Change Strategy proposes a \$0.5 million investment to support risk assessment, post charge diversion, and community referrals for vulnerable individuals in partnership with community stakeholders and subject matter experts.

#### **Program description**

The Investigative Change Strategy will support OPS partnerships with community stakeholders and subject matter experts in order to conduct joint risk assessment, post-charge diversion, and community referrals on investigative case files involving vulnerable individuals. This initiative seeks to increase the quality of investigations as well as ensure the appropriate referrals are made to help reduce recidivism, and lower risk and trauma for affected persons. The OPS has undertaken this initiative to address

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<sup>13</sup> Anita Grace et al. 2019. "Collaborative policing: networked responses to child victims of sex crimes," *Child Abuse & Neglect* 93: 197-207.

the needs of our community's vulnerable members in acknowledgement of public desire to see increases in proactive policing and community partnerships.

### **Background**

There is a significant opportunity to foster partnerships to strengthen OPS investigative capacity and pilot co-delivery models, particularly in Sexual Assault and Child Abuse, Partner Assault, and Human Trafficking Units. The Philadelphia Case Review Model, implemented in 2000, has transformed police responses to sexual offences in Philadelphia and in cities across North America that have implemented the approach. This model brings in community partners, particularly those supporting women who have experienced violence, in order to identify issues impeding police responses to sexual assault and violence against women (VAW). To date, the OPS has re-organized the Sexual Violence Unit (SVU), improved supervision and accountability, and assigned detectives to the unit for the first time. New policies have been put in place which require review of all unfounded files, and supervisor review of all files before they closing.

There are also many opportunities to create diversion and post-arrest CSWB partnership in investigative units, and to embed external subject matter experts and social service agency members in co-delivery approaches. Vulnerable individuals with complex needs can generate a high frequency of calls and expenditure of significant resources. For example, in 2012, Edmonton police documented 150 contacts with the same individual.<sup>14</sup> In Calgary, one individual in the community had earned the nickname 'Million Dollar Man' since repeated contacts with him had cost the municipality one million dollars in a single year.<sup>15</sup> The high-frequency and high-cost nature of police encounters with a subset of chronically-involved individuals demonstrate the need for a more holistic, community-supported approach.

Police services in other jurisdictions successfully implemented partnership responses to vulnerable populations. In January 2021, the Edmonton Police Services (EPS) developed the Human-centered Engagement and Liaison Partnership (HELP) Unit as a way to 'beak the cycle of arrest, remand, release.'<sup>16</sup> In partnership with local community services, and with embedded social work professionals, the HELP Unit works collaboratively to develop sustained, positive outcomes, and direct individuals to

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<sup>14</sup> Standing Committee on Public Safety and National Security, 2014. "Economics of Policing: Report of the Standing Committee on Public Safety and National Security." Ottawa.

<sup>15</sup> Standing Committee on Public Safety and National Security, 2014, p. 16.

<sup>16</sup> Edmonton Police Service, 2021, HELP Unit, <https://www.edmontonpolice.ca/CommunityPolicing/CommunityInitiatives/NavigationServices/Human-centredEngagementLiaisonPartnershipUnit>



appropriate service providers. HELP focuses on individuals at greatest risk for victimization and offending, and at greatest risk and harm to themselves, others, and the community as a whole.

### **Anticipated results**

Community-supported risk assessments, diversion strategies, and referrals will result in better outcomes for all affected parties. For vulnerable individuals, they are likely to receive social, professional, and material supports needed for their own safety and the safety of those around them. For police, there is a reduced demand the time and resources of frontline officers in dealing with the complex needs of vulnerable individuals. Community partners will see their services augmented and recognized through established partnerships with the OPS.

By piloting community-assisted investigative practices in addressing VAW and sexual assault, the OPS will be well-positioned to apply best practices to other units and criminal investigations, such as Hate Crime, Missing Persons, Drugs, G&G, Homicide, etc. Potential efficiencies lead to both financial and social return on investments (ROIs). Partnership and short- or medium-term civilian positions within this investigative model have the potential to reduce demand on frontline officer and sworn members.

### **Indigenous Strategy**

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The OPS Indigenous Strategy is a \$0.2 million investment to create a formal partnership with the Ottawa Aboriginal Coalition for delivery of culturally competent services.

#### **Program description**

The OPS Indigenous Strategy will co-establish and co-develop with key partners a strategic plan that will include measures such as the delivery of specific culturally competent services for First Nations, Métis and Inuit peoples, as well as service demand referrals to Indigenous services in order to ensure Indigenous community members receive appropriate and timely services by the best suited agency.

#### **Background**

In consultations with the public and with stakeholder, the OPS has consistently heard calls for improved community partnership and engagement, particularly with racialized community members. For example, recent community consultations demonstrated a keen desire to see the OPS negotiate with Aboriginal youth stakeholders. The Service also recognizes the need to foster positive relationships and regain trust with Indigenous community members. For example, in the September 2021 Public

Consultation Survey, Indigenous respondents were among those reporting low levels of trust in and satisfaction with the OPS.

Developing an Indigenous Strategy in collaboration and consultation with Indigenous partners, indicates OPS commitment to implementing recommendations made by the Truth and Reconciliation Commission (TRC), in particular:

- A commitment to eliminate the overrepresentation of Aboriginal people in custody (Recommendation #30) and of Aboriginal youth in custody (Recommendation #38)
- Implementation of responses that address underlying causes of criminal offending (Recommendation #31)
- Collection and publication of data on the criminal victimization of Aboriginal people, including data related to homicide and family violence (Recommendation #39)

Additionally, the OPS is committed to addressing Violence against Women (VAW) and to fulfilling recommendation from the National Inquiry into Murdered and Missing Indigenous Women and Girls (MMIWG), such as:

- Improved relationships between police services and Indigenous communities
  - greater Indigenous representation in Canadian police forces
  - improved victim services
- Improved protocols and data sharing in response to missing persons and in coordination with women's shelters

The Ontario Provincial Police's (OPP's) Indigenous Policing Bureau, established in 2009, has been identified by Algonquin Elders (and the International Association of Chiefs of Police) as a 'best in class' approach to Indigenous partnership. It will be a model for the OPS. The program includes strategic partnerships to identify, mediate and assist in resolving potential conflict situations; dedicated administrative support; effective Indigenous awareness training for OPP employees, police partners and community partners; and culturally-based community and youth initiatives focused on wellness and healthy development.<sup>17</sup> Additionally, their Framework for Police Preparedness for Indigenous Critical Incidents (Taking a Measured Response) was

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<sup>17</sup> OPP, n.d. "Indigenous Policing," <https://www.opp.ca/index.php?id=115&entryid=56b7838d8f94ace85c28d172>.

developed in response to the Ipperwash Crisis (1995) and has come to define how OPP responds to critical incidents with Indigenous communities.<sup>18</sup>

Additional efforts which can inform the Service's Indigenous Strategy include the Aboriginal Peacekeeping Unit (APU) established by the Toronto Police Services in 1992 – thus making it the first major urban police service in Canada to establish a unit to deal specifically with issues faced by Indigenous community members. Through formal and casual contacts, APU officers have gained the trust of the community. Similarly, the Saskatoon Police Service's Indigenous Relations Consultant helps build partnerships and positive relationships with Indigenous organizations and community groups. They have also created a comprehensive training program for new recruits and deliver Indigenous based education to all new members of the Saskatoon Police Service.

Additionally, in Ontario, the RCMP have developed an Indigenous Reconciliation Strategy with three objectives: 1) Collaborate and foster improved relationships with Ontario's Indigenous communities and police service partners; 2) Enhance internal employee awareness and support of Reconciliation; and 3) Increase contribution opportunities for Indigenous employees.<sup>19</sup>

### **Anticipated results**

Through the co-development of a strategy with Indigenous community members, the OPS expects to build strong partnerships, foster positive relationships and improve public trust with Indigenous individuals and organizations. The OPS will also be better positioned to support Indigenous community members and groups, thus demonstrating commitment to our duty of care and the City's CSWB.

Strengthening partnership with Indigenous community members will address recommendations from recent internal reviews. For example, the Social Impact Audit by HelpSeeker recommended that the OPS create trust and build relationships between with First Nations, Métis, and Inuit community leaders. Recommendations from DiversiPro included engagement with internal and external stakeholders in order to foster meaningful deliberation and innovative solutions.

By fulfilling responsibilities outlined in the TRC and the Inquiry into MMIWG, the OPS will demonstrate a commitment to Reconciliation and right relations, as well as commitment to improving responses to VAW. Additionally, collaboration with Indigenous

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<sup>18</sup> Ontario Attorney General, *A Framework for Police Preparedness for Aboriginal Critical Incidents*, [https://www.attorneygeneral.jus.gov.on.ca/inquiries/ipperwash/policy\\_part/projects/pdf/OPP\\_Appendix\\_E\\_Framework\\_for\\_Police\\_Preparedness.pdf](https://www.attorneygeneral.jus.gov.on.ca/inquiries/ipperwash/policy_part/projects/pdf/OPP_Appendix_E_Framework_for_Police_Preparedness.pdf)

<sup>19</sup> RCMP, 2021, "O Division Indigenous Reconciliation Strategy," <https://www.rcmp-grc.gc.ca/on/about-apropos/strat-reconciliation-strat-eng.htm>

partners, community members, and employees will further OPS objectives of establishing an inclusive culture.

## **Data Driven Service Optimization**

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Improving data collection and reporting has been identified as a strategic priority by the Service and reinforced by Strategy Corp. The purpose of this investment program is to improve community service and identify saving opportunities by optimizing staffing, resource allocation and deployment of police personnel. This investment will also deliver a Community Safety Information Portal to foster engagement, improve public access to crime prevention information and increase transparency.

The 2022 budget includes \$250K in capital and \$400K in operating expenses. This will enable the OPS to augment internal capacity and capability to develop and sustain new service offerings. The investment will be in configuration and deployment of solutions using existing technology and tools. Future costs will be in line with operational expenses.

### **Program description**

The Data Driven Service Optimization program includes two components. The first will be the establishment of the OPS Community Safety Information Portal. The Portal will enable the shared responsibility for Community Safety and Well-being in Ottawa through the provision of better access to public safety data. This will include improving data collection and statistical reporting on important areas, such as: Street Violence (Guns and Gangs) and Victimization; Gender Based Violence; Mental Health and Addictions; Traffic and Road Safety; and Neighbourhood Policing (among others).

The second is a service optimization and efficiency program. Data analytics will be critical to help the Board and Police Service identify opportunities to better align staffing, resource allocation and deployment of police personnel with community expectations. This program will be supported by a data strategy and action plans. This will include establishing standards, methods and best practices that enable best-in-class measurement approaches, meaningful analysis, and relevant analytical deliverables.

The overall program will be accomplished with engagement from the Board, Community, and the OPS Membership. Over the life of this multi-year program, service improvements are expected both inside and outside the organization. All development will be phased, with rapid prototyping and agile methodologies to reduce time to value. Each phase will be accomplished through a series of sprints with a dedicated development team.

The investment will also support enterprise resource management and situational awareness through the OPSOC; the development of community (proactive) policing tools for front line members; and support decision-making at Crime Traffic Order Management, Senior Leadership, Executive Command, and OPSB Briefings.

### **Background**

Investing to mature the OPS data analytics program is a risk management strategy to improve business performance through actionable insights. With rising calls for police reform and trust in public institutions at a tipping point, the need for quality data has never been greater.

At a strategic level, data analytics is a key enabler to effective oversight and good governance. Investments in this area are required to support each priority in the Boards Strategic Plan (Advance Neighbourhood Policing, Modernize the Workforce, Meaningful progress towards Equity, Diversity, and Inclusion, and Support our Members) and demonstrate progress towards achievement of each objective. This investment will begin to help inform the community and partners on the value of their investment.

Nationally, the Canadian Association of Chief's of Police and Statistics Canada are working to improve the collection of disaggregated Police-reported Racialized and Indigenous Statistical Engagement (PRISE). The OPS has been a leader in this area and work will continue to operationalize and expand the collection of key demographic data to improve Diversity, Equity, and Inclusion outcomes inside and outside the police service.

Legislation in Ontario is also guiding police services and municipalities towards an integrated approach to support the most vulnerable. This is reflected in Community Safety and Well-Being Plans. From a data analytics perspective, this means leveraging data across domains to find innovative solutions for harm reduction and improved delivery of service. Open data and analytics are enablers to co-producing solutions to complex social challenges. Expanding access to data also supports the need for greater transparency in policing, while improving community awareness of trends and the police response.

A key deliverable of this investment will be a publicly available Community Safety Information Portal. This will include providing data and analytic solutions covering a range of safety indicators (crime and victimization), demands for service (mental health and addictions), and road safety concerns (complaints, collisions, and injuries). The same capability will be enhanced internally to support operations management (OPSOC, Community Policing, Investigative Change, Command Team).

Operationally, improved data analytics will help the police service be more efficient with resource deployment and allocation, helping to reduce the cost of operations. Leveraging data is key to improving investigative outcomes and reducing victimization. Through the Strategic Operations Centre (OPSOC), data and analytics are key elements to improve situational awareness and coordination across the City, ensure the right people are in the right place at the right time.

### **Implementation**

A great deal of effort has gone into preparing for the Data Driven Service Optimization program. This investment relates to implementation. As part of a previous work package through the Information Management Foundation Modernization (IMFM) Project, a change management and organization readiness assessment was completed. The report identified several requirements for the successful launch of the upgraded OPS technology platform. This included: improved governance (data and analytics program), processes (process and project management) and people (team capability and capacity). This budget allocation will be used to begin addressing the go-live requirements in the report so the Community can maximize this existing technology investment. Securing internal resources will allow for maximal use of existing technology that will improve data collection and reporting. The OPS will explore multiple avenues to secure resources in the most cost-efficient way.

Leveraging existing technology, the platform will be scalable and include data and analytics with spatial reference maps to highlight trends and offer insights that support community safety and well-being planning. The internal and external systems will share an accessible design philosophy. Cohesion in data consumption will help co-produce insights both inside and outside our organization. Additionally, by adopting the same platform internally and externally, there is only one system to learn and maintain. This will help support user adoption and will improve data literacy.

### **Resources**

To deliver the Data Driven Service Optimization program resources will be required to support development, and sustainment, activities. This will complement existing support from Information Technology Services and Communications. Consulting dollars will also be required to purchase technology specific expertise as required. Function requirements are highlighted below:

- Data Strategist, Responsible for developing data analytics and measurement strategies to facilitate fact-based planning and decision making at the City and to enable service improvement projects. Strategist establishes and instills the standards, methods and best practices that

enable the data analytics team to consistently provide best-in-class measurement approaches, meaningful analysis and relevant analytical deliverables.

- Project Manager (Agile), Coordinates all activities across the data pipeline. Responsible for scoping and executing projects. Ensures the solution fulfills the business requirements.
- Data Engineer, Creates data pipeline, integration of data sources, documents data definition and rules, creates data models, translates into database design (ETL / Data Modeling).
- Data Analyst, Extracts data from business systems, analyzes and creates reports and dashboards to highlight trends and other information for end users.
- GIS Developer, Leading the development of Enterprise GIS, transforming operational data into spatial data, publishing data on ArcGIS servers including the open data platform.

#### **Current Practice Examples:**

A variety of data sources can be used to assess policing outcomes; these include crime rates, response times, clearance rates, and community opinions of police. Publicly accessible data are important to build public trust and demonstrate competence. The OPS has long supported neighbourhood-based problem solving through the provision of data, analytical reports, and web-based mapping solutions. In partnerships with Open Ottawa and the Ottawa Neighbourhood Study (ONS), the OPS is committed to helping increase public access to data. This includes access to a user-friendly and dynamic business intelligence environment that helps visualize key indicators and trends with geographic reference.

Examples of similar public platforms, include:

- Toronto Police Service Public Safety Data Portal
- York Regional Police Community Safety Data Portal

The Police Data Initiative in America, which is managed by the National Police Foundation with funding from the US Department of Justice, uses open data to facilitate joint problem-solving, innovation, enhanced understanding, and accountability between police agencies and the communities they serve. Open data sets contain raw, incident-level data that can be accessed online, downloaded, and analyzed by community

members, researchers, and others at no cost. More than 140 local police services have joined this initiative.

### **Anticipated results**

Over the life of this multi-year program, service improvements are expected both inside and outside the organization. Benefit realization plans, including efficiency and saving forecasts, will be reported to the Board as part of the first quarter financial report.

Enabling access to data and analytics will support community safety and well-being (CSWB) planning, enable needed collaboration, and increase transparency. Providing businesses, academic institutions, social service partners, and engaged residents with access to data will create a force multiplier for innovation and service improvement.

The public and Board expect the police service to facilitate the provision of, and access to, user-friendly data. Delivering on this expectation will foster public trust and demonstrate a commitment to co-production of community safety outcomes with partners.

The results of this effort will include a transformation to a more informed, intelligent organization that effectively deploys policing services in alignment with the CSWB. This will ensure a coordinated, sustainable, EDI-compliant, and integrated process for sharing information, conducting risk assessments, and creating, implementing, and evaluating integrated risk mitigation plans.

### **Enterprise Risk and Resource Management**

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Enterprise Risk and Resource Management / Enterprise Project Management initiative seeks \$0.7 million to enable the OPS to have a 24-7-365 Operation Centre and to ensure that all major pilots/projects deliver the highest level of financial and social return on investments (ROIs).

#### **Program description**

The Enterprise Risk and Resource Management investment will staff two additional Sergeant positions to enable the OPS Operation Center (OPSOC) to operate 24 hours a day for 365 days of the year. This will enhance OPS ability to integrate services with community partners and/or to refer community calls for police to appropriate social service providers (including 311 and 211 calls).

This investment will also add three certified project managers to ensure the service has the appropriate capacity to design, implement, evaluate, and scale multiple projects through the Enterprise Project Management Office (EPMO). This will ensure that all



major projects, pilot and established, deliver the highest levels of financial and social ROIs.

### **Background – Command Centres**

Command centres are essential to the orchestration of situational responses, the monitoring of operations, and the mitigation of threats. Large-scale command centres, such as the National Incident Management System led by the Federal Emergency Management Act (FEMA) in the US, use comprehensive approaches to address diverse threats, hazards and events and to coordinate efforts of a network of personnel and organizations.<sup>20</sup>

Command Centre operations involve complex initiatives, many of which require community partnerships on innovative, agile pilot projects to enable better service integration and/or service demand referrals. Through these, the OPS seeks to apply expertise needed to ensure that projects remain on budget, scope, and are delivered on time.

The establishment of round-the-clock command operations is supported by criminological research which demonstrates the crime and violence peak late in the evening and on weekends (meaning outside of ‘business hours’).<sup>21</sup> Additionally, agile, integrated services are necessary to respond effectively to complex needs of vulnerable individuals and people in crisis or mental distress. An example of an effective command centre is the Edmonton Police Service (EPS) Operations and Intelligence Command Centre (OICC), which provides frontline members and investigators with real time, accurate, and actionable intelligence in order to enhance public safety as well as officer safety and to ensure efficient use of police resources. The Centre operates 24/7 as “the central point for all EPS intelligence to accelerate criminal investigations through timely identification of suspects and their likely locations to prevent additional crime and victimization.”<sup>22</sup>

Similarly, the Toronto Police Operations Centre (TPOC) provides service-wide situational awareness, and an efficient deployment of resources and assets and improved resource coordination, information sharing and emergency preparedness. Their Centre includes technology to support business operations, ranging from day-to-day activities to responses to significant events.

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<sup>20</sup> Kaye et al., 2021. “Framework for creating an incident command center during crises.” *Best Practice & Research Clinical Anaesthesiology* 35 (3): 377-388.

<sup>21</sup> Adam Vaughan et al., 2019. “Temporal Patterns of Mental Health Act Calls to the Police.” *Policing* 13 (2): 172–85.

<sup>22</sup> Edmonton Police Services, nd, “Operations and Intelligence Command Centre,” <https://www.edmontonpolice.ca/CommunityPolicing/OperationalServices/OICC>

Best practices for command centres can also be found outside of policing services. For example, hospitals require command centres to respond to health emergencies, such as the COVID-19 pandemic, coordinate responses, and protect the health and safety of patients and staff.<sup>23</sup> Private sector business, particularly those specialized in information technology and data management, require agile command centres (also known as control centres) to monitor networks and quickly respond to disruptions.

### **Background – Project Management**

Efficient project management is required to ensure that all major projects and change initiatives deliver the highest levels of financial and social ROIs. Comprehensive, quality project management strategies, including project evaluations, are necessary to ensure police initiatives realize their goals within the limits of available resources. Enterprise Project managers can ensure that investment funding is directed in order to produce projects objectives while limiting the demand on OPS compliment, such as by engaging civilian subject matter experts and consultants and by partnering with community organizations.

Bedfordshire Police in the UK designed a new project management approach which was developed with a ‘benefit-led’ approach that started with community input on desired outcomes and benefits and then structured projects to achieve those outcomes. This resulted in clear objectives, improved public confidence and satisfaction, as well as efficient resource management.<sup>24</sup>

### **Anticipated results**

Expanding the existing OPS Command Centre to a 24/7 operation will enhance the Service’s ability to optimize deployment in response to community needs and public safety concerns. It will also support OPS objectives of partnership expansion and community engagement.

Improving funding coordination and efficiencies will address recommendations from recent internal reviews, such as one from the Social Impact Audit by HelpSeeker which specified that the OPS should improve funding coordination to support enhanced transparency, service quality, and outcomes at the end-user and system levels.

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<sup>23</sup> Kaye et al., 2021.

<sup>24</sup> *Policing Today*, 2010. “Citizen Focus case study: Bedfordshire Police is using a new project management approach to achieve Citizen Focus,” *Policing Today* 16 (1): 21.

**Document 2**

Youth Calls for Service—October 4 – 8, 2021 inclusive:

The following list represents an overview of calls for service and/or follow up action to calls for service involving youth for the period between October 4th to 8th. Identifier details (Names of involved individuals, Street names, School Names, Case/File Number) have been removed to maintain privacy and confidentiality.

**NRT- Youth**

1. Meeting scheduled to meet with 16 yr old male and his mother. Patrol responded to a disturbance where male was very aggressive and volatile- Mother believes him to be dealing marijuana and vapes. Ongoing situation.
2. Officer followed up with family-16yr old female has concerns for her mother's Mental health. Spoke with female and her and her mother are doing well and working through things. No further assistance needed from OPS at this time.
3. Officer spoke with Mother regarding her son who is damaging the home with his outbursts-Male is connected with CAS, CHEO and Service coordination. Currently attending OTSS where he has supports in place. Currently waiting on the services to meet to discuss youth's file. No further police action required.
4. Officers attended a school for gun call. Student reported that she observed a male in the area of the school with a firearm. Male was not located by patrol. Attended the school, spoke with principal refreshed safety plan with him.
5. Officers attended for a neighbor dispute. Spoke with complainant who advised the neighbor (13 yr old male) has been harassing her 11 yr old son. Harassment and disagreements with both boys have been ongoing past couple of months. Both families have been spoken to. Rpt submitted.
6. Officers followed up on a Diversion file. Discussion with guardian of youth. Diversion completed and received back from FOI, forwarded to OCYDP via email.
7. Robbery Unit follow up with Diversion team to see if second victim is going to be involved in collaborative justice resolution, as other victim was and now guardians are feeling as though judgement is being passed on their child who is transitioning in gender.
8. Officer followed up with family regarding youth female assaulting Mom and behavioral issues at home. Ongoing.

9. Officer provided follow up on Missing 12yrs; consult with CAS worker, updated RMS System to include youth photo to assist in the event of future missing's.
10. Assault Follow Up, lengthy discussion with guardian no charges being laid in this occurrence as youth victim declined to proceed. I spoke with CAS and probation and asked the guardian if OPS could attend to speak about resources and importance of attending the alternate school and getting back on track, school meeting today at 1400hrs, the guardian requested I email her my contact information and will advise on me attending. Guardian declined OPS intervention.
11. Officer follow up on an Assault, no grounds to lay charges. Mediation to be coordinated.
12. Officer follow up on missing youth (16); CAS worker called back to advise that youth is in care as a TCA (temporary care agreement) and her mother is the guardian for follow up. Mother advised youth is on a wait list for anger management, she believes youth has unknown mental health and will be requesting her lawyer request youth mental health court.
13. Family dispute follow up- contacted the guardian, advised parent is following up with youth's family doctor, Wabano and the Robert Smart Centre for additional supports-nothing further needed from OPS at this time.
14. Officers followed up on missing / MHA youth— 10yrs old; 1st police contact, ran from school, concerns noted by patrol that youth had a hatchet and stated to officer they would need to shoot him prior to complying. I contacted the guardian and had a lengthy conversation. Follow Up with CHEO, Pediatrician, Meds increased and new one prescribed, follow up re-entry meeting with the school for safety planning. I discussed Crossroads, declined at this time as the family wants to see how the medication change and return to school go. I provided my contact info for future resources.
15. Officer follow up regarding Missing Youth- 17 yr old male; I contacted the guardian for follow up resources. Male is autistic and has follow up supports in place. I confirmed that he has an assigned worker through Service Coordination. She has been in contact with her to look into both community and residential supports.

### **East Team**

16. Officers responded to a 911 call from a student about elderly female asking for fentanyl then making suicidal comments. Student bipolar/transgender and indicating to dispatch she's not doing well. Open line disconnected. Area

searched for both student and elderly female. Student eventually returned to school after lunch hour. Father attended as well. Mental health assessment done with student confirming she's not in crisis. History obtained from father. Female left with father. Unknown if incident with elderly female was in fact true or fabricated

17. Offices responded to a CFS from a Highschool- Highschool missing student had texted his group home worker with disturbing messages returned to school for his backpack. School called police. Spoke to male youth at length, no grounds to sec 17, transported youth to group home.
18. Youth Officer contacted principal at an Elementary School who had reached out a few days ago. Indicated male MHA was arrested for attending school claiming to be a parent and then hugging a child. Male arrested for assault < 16 by patrol.
19. Follow up call to a VP of a high school who wanted to discuss a boyfriend of one youth I dealt with for threats. Male was "grooming" as per a female student
20. Officer attended PS grade 6 students having an altercation. One was pushed and accidentally hit his head on door jam causing gash on his head and requiring medical attention (stiches). The Youth was previously referred to Intersections last March 2021. I called the coordinator and confirmed that the youth was on the clinical wait list. The worker advised that she offered to work with the youth 1 on 1 but mom said everything was going well and didn't need support.
21. Meeting via phone with Collaborative Justice. Request from diversion.
22. Officer assistance in arresting youth for assault CBH. Attended residence / obtained permission from mom to arrest and serve documents to her son.
23. Officers followed up with complainant regarding rock thrown in her pool. Appears a scratch was caused. No grounds for charge. Complainant would like an apology letter from the child and a possible meeting. I advised I will follow up with family to discuss options.
24. Attended Highschool to speak with ASD student who wanted to report a sex assault involving a man she met online via the Badoo dating app. Statement has been collected and report underway. Forwarded to SACA.
25. Follow up to subject father and student at the school to discuss possible diversion for his child after he punched a child in the face. Agreed to Youth Diversion Program. File updated and prep for diversion.

26. Officer provided assistance with a Highschool assault investigation. Child caught on camera appear to aid an assault. Spoke with both child and parent. Turns out child was not aiding in the assault after all. Spoke with child about being caught on camera in the wrong place at the wrong time and how this can look.
27. Provided after school patrol at local mall after recent complaints from mall businesses. Noted several students "disturbing the peace" while I was visibly present. Spoke with approximately 15 students about keeping the noise level down and respecting the facts this is a public place.
28. Officers worked with High school staff to aid with robbery investigation from weekend. Identified all witnesses and had them archive CCTV footage.
29. Received report from Principal that student brought a knife to school. Was reported by a student at another school. Student apparently suffers from anxiety and carries the knife for protection. No file created yet but might be a VTRA.
30. Received statement from VP at a Highschool about possible new victim for SACA file involving teacher. Completed report.
31. Liaising with OC Transpo security to coordinate a response to all of the female YO led assaults at Blair and St Laurent stations. They are also going to start tracking them more closely to assist with possibility of mischief or cause disturbance charges. OC Security cannot process criminal files involving youths.
32. Responded to a situation whereby students from a Highschool surrounded a female student. One female forced the other two kneel and kiss her feet while filming. Conducted a follow up with the school, informed them of the situation and they would follow up with all involved.
33. Officer met with student who was YCJA warned for assault.
34. Officer spoke with witness regarding an incident. Conducted door knocks of possible location subject went into. Possible person identified. Male was seen photographing students.
35. Officer responded to an incident whereby a grandfather assaulted grandson while on work site in the West end. Male returned home with mother, minor injuries. Male wants to pursue charges.
36. Assisted patrol regarding youth in stolen Vehicle. Youth arrested, liaised with OPP, and parents and Gas
37. Officer responded to a call from a Highschool were possible child porn being shared. Through investigation it was revealed it was not child porn but a

snapchat sex bot. Services offered to originally identify victim as there are nude photos of her (shared consensually) and to original suspect as there are very concerning behaviours present.

### **West Team**

38. Officer responded to a call by member of the public about youth seen on top of a building roof on a high school believed to be students from that school. Youths located in front of Woodroffe High School and warned about their behaviour.
39. Conducted proactive foot patrol in Ritchie St Area.
40. Attended a call regarding grade 5 student who ran away. Located him and returned him to school. Met with parent. Family has been dealt with before. Made a safety plan with school and discussed ways to promote good behaviour.
41. Attended to speak with principal regarding safety of a student.
42. Attended to speak with family. Son allegedly threatened with pellet gun. Confirmed no gun. Post was over 1yr ago. Gave advise to family about threats and when to call police.
43. Attended to give presentation to hockey program kids, Grade 10, about appropriate phone usage. There has been issue with student taking pictures in changeroom. Spoke about child pornography and consequences.
44. Call for Service involving a missing child from a Public School – Attended for a missing 5yr old autistic male. Located child 1.5kms from school. Returned to school to parent's care.
45. Responded to CFS made my resident – Attended for 8-year-old female student located by neighbour within the area of the school. Students first day and got lost after recess. Youth reunited with family at the school. Principal made aware.
46. Attended to conduct Investigation in relation to possession of child pornography as reported by another student. Matter investigated and Youth issued formal warning under YCJA.
47. Responded to a call for service at the school regarding Personal robbery. Two victims and two subjects. Investigation continuing.
48. Follow up regarding assault on staff member at circle k, suspect student from a high school. Student identified with assistance of school, Officer to follow up with suspect.

49. Attended for a call of service to assist patrol. Fight involving 30 youth. No fight occurring, no victim came forward, area to be considered for proactive activity.
50. High School – Attended to assist related to threats, mischief and possess weapon incident. Suspect pulled knife on other students, graffiti on oc Transpo property, witnesses spoken to. Obtain further statements, issue warning and diversion to suspect.
51. Public School- Attended for dispute disturbance large fights involving students in yard at lunch. Follow up conducted with victim and parents, did not wish to pursue formal action wanted other students to be spoken to. Met with other student and parent regarding fighting. Advised student regarding future criminal consequences.
52. Conducted proactive follow up with Youth and his mother involved in MHA/ Threats issues at High School.
53. High School – Attended call for service, student in office confessing to BB gun shooting last week. liaised with West GAS, attended, ID student, collected confession e-mails he sent to VP and VPs notes. Completed report.
54. Attended to follow up on community complaint of group home client using baton strikes on punching bag. Baton is actually a tripod leg, and client uses it to de-escalate. A nonviolent means was recommended.
55. High School – Conducted further follow up on incident assigned through workflow. Spoke to subject male and he is remorseful, took responsibility for online actions, has been suspended from the school for 10 days. Details of Victim shared with police for further follow up.
56. Attended to conduct follow up with student that made threats to send shooters. Subject 11 years old female took responsibility for actions and indicated she has no intention to harm anyone, only lashed out because she has impulse control issues. Involved parents will monitor social media and send apology to other child and family.
57. Engaged in a proactive patrol of Circle K due to complaints of large groups of youth gathering outside and inside of the store. While attending the store, the owner advised me of an assault report she filed due to a youth throwing a drink at her. I reviewed the video and further reviewed the report. I conducted proactive patrols and will complete the file. Later in the week, met with youth and family to advise youth is trespassed.



58. Received a call on my cell phone from dispatch to attend an assault call. I subsequently attended and spoke to staff, the involved youth, and the parent. As the youth is becoming more violent, I reviewed many available resources with mom. Staff member did not wish to proceed with charges, all parties were spoken with.
59. Conducted proactive foot patrol in Ritchie St area.
60. Call for service at a school - reports of intimate images being distributed. Upon speaking to the principal, no intimate images being distributed but investigation revealed boys had been taking pictures in the change room and calling one of the teammates names because he wore a swimsuit in the shower. Principal had not yet spoken to the guardian and youth. Follow up- Presentation to the grade 10 boys' team- focus on possession of child Porn and distribution.
61. Followed up on threats report from PRU. A youth was receiving unwanted messages from another youth via snapchat. Attended the residence and spoke with the guardians and the youth about ongoing threats and other school issues. After reviewing the messages no actual threats were made, explained CC and discussed the YCJA. I further contacted the High school and spoke with the VP who was aware of the ongoing issues. I further contacted the guardian of the youth sending the messages and left a message.
62. Attended to conduct follow up on threats call- Met with suspect youth and guardian and warn the youth. Follow up with complainant and advise family had been spoken to.
63. Attended Park to show presence during area high school's lunch hours.
64. Attended to follow up on complaint. Student pulled knife on other student during lunch hour outing at nearby OC station...spoke with admin, students & parents... obtained statements...knife seized...male sent home pending investigation & suspended by school. Follow up conducted - attended OC station and located graffiti/comment made by suspect male that started incident where knife was pulled...attended school and spoke further with admin & another student witness, obtained statement... attended suspects home and spoke with him & mother- YCJA warning/diversion discussed & issued, documents completed w/ them.
65. High School – Attended virtual VTRA regarding student involved in a file
66. Dispatched to an Assault call...attended victim's house, statement obtained by officer...attempted to locate second victim by attending both parents' homes and making phone calls.

67. Responded to a dispatched call. Quickie store employee having on-going problems with youth entering store not respecting Covid protocols, bothering him, being a nuisance- possibly nearby HS students. Attended and spoke with VP who will attempt to ID youth and deal with it at school. VP will update.