

Report to / Rapport au:

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

24 January 2022 / 24 janvier 2022

Submitted by / Soumis par:

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

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SUBJECT: 2022 BUSINESS CASES

OBJET: ÉTUDES 2022 DE VIABILITÉ

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

In November 2021, the Ottawa Police Services Board (Board) passed a motion amending the Ottawa Police Service's (OPS) Budget and directing the OPS to:

“Present complete business cases fully explaining the new services outlined in the 2022 Budget Estimate, which include detailed breakdowns of costs and resource requirements, the timeline for the initiative, and how it will be measured and evaluated, before any expenditures take place to support their implementation.”

This report is designed to satisfy that motion.

The business cases in this report have been developed to ensure that the OPS complies with, and achieves, the previously articulated strategic priorities which were established by the Board in its Strategic Plan 2019-2021:

1. Advancing community policing;
2. Modernizing the police service;
3. Supporting member wellness; and
4. Improving Equity, Diversity and Inclusion throughout the organization.

The business cases outlined in this report focus on initiating and implementing strategic projects approved as part of the 2022 OPS Budget.

As such, this report seeks no new spending authority nor approvals. The investments, approved as part of the 2022 Budget, are fully funded through an efficiency plan and therefore the success and progress of these projects are dependent on the OPS achieving its \$7.1 million efficiency target.

The business cases are also aligned with, and continue, the implementation of the OPS's multi-year plan for organizational and cultural change (Approach to Change) that has been requested by the Board, the community, and OPS membership.

Importantly, the business cases also recognize and respond to priority issues and challenges facing police services, in Ottawa as well as in North America more broadly. These issues include the increased attention to police responses to those with mental illness, the ongoing demands to address systemic racism, and recent debates about police funding and reform.

DISCUSSION

The OPS has faced unprecedented changes and challenges in the past several years, including the COVID-19 pandemic, and demands from community members for increased accountability in policing practices and expenditures. In response, the OPS has engaged in ongoing conversations with community and advisory groups in order to develop effective responses and continue to improve our Service.

The OPS recognizes that the role of police is being redefined across North America. Systemic issues that have plagued police services have been amplified during the COVID-19 pandemic. Residents and oversight bodies are demanding a new approach to policing that will address the root causes of criminal justice involvement, in a whole-of-Service approach, while minimizing harm, ultimately re-establishing trust with the community. The business cases have been designed with this new reality in mind.

As directed by the Board, this report provides complete business cases (attached as documents) which explain the new investments outlined in the 2022 Budget — projects designed to evolve service delivery, enhance key capabilities, and/or improve internal structures, systems and programs that support our members. Attached documents

provide detailed breakdowns of costs and resource requirements, the timeline for each initiative, and how it will be measured and evaluated.

Overview of Cases

Call Referral Initiative

The Call Referral Initiative (CRI) is a \$400,000 investment in the research, design, and implementation of an alternative call referral process for low risk, low acuity 911 calls. It will include the review of current calls received by the OPS to establish the types and quantity of calls, and to determine if these calls can be referred elsewhere. It will also determine if a process (intake, screening, triaging) can be created to effectively filter and divert some callers to an external agency that would better serve their needs. Additionally, the CRI includes a privacy lawyer component, which is a \$100,000 investment to temporarily hire a dedicated privacy lawyer. This lawyer will provide advice to the OPS for the duration of the initiative and ensure that the organization is in line with legislation and best-practices when sharing information with external stakeholders, drafting memoranda of understanding, and creating or modifying standard operating procedures. The CRI will provide a more efficient service to the community in ways that align with the City of Ottawa's Community Safety & Well-being (CSWB) Plan. Trust and confidence in the OPS, and therefore legitimacy of the OPS, may also improve as the Service works to actively respond to the needs and desires of the community in ways that involve the community.

Indigenous Strategy

The proposed OPS Indigenous Strategy is a \$200,000 investment into partnership with the Ottawa Aboriginal Coalition (OAC) to co-establish and co-develop a strategic plan for the delivery of culturally competent services for First Nations, Métis, and Inuit people. The strategy is expected to include effective mechanisms for service demand referrals to Indigenous services to ensure Indigenous community members receive appropriate and timely services by the best-suited agency. Through the co-development of this strategy with the OAC, the OPS strives to build stronger 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, demonstrating its commitment to enhancing public trust, fulfilling our duty of care, contributing to the City's CSWB Plan, and fulfilling responsibilities outlined in the reports of the Truth and Reconciliation Commission (TRC) and the Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG).

Investigative Change Strategy

The Investigative Change Strategy (ICS) proposes a \$500,000 investment in enhanced risk assessment which will improve investigative quality and the identification of opportunities for pre-charge diversion. The ICS will generate increased community referrals for vulnerable individuals in partnership with community stakeholders and subject matter experts. It will build upon recent enhancements in investigations, existing collaborations with external subject matter experts, and lessons learned from other jurisdictions to implement changes, one criminal investigations unit at a time, to effect an overall transformation in risk assessment. Ensuring appropriate referrals are made will help reduce recidivism, lower the risk and trauma for affected persons, and direct both victims and offenders to resources suited to address root causes of involvement with the criminal justice system. The ICS aligns with the OPS' duty of care and the City's CSWB Plan. Additionally, it will better address the needs of our community's vulnerable members. This strategy has significant potential to improve public trust and foster positive relationships and partnerships within our communities.

Joint Strategy on Workplace Sexual Violence and Harassment

The Joint Strategy on Workplace Sexual Violence and Harassment (JS-WSVH) is a long-term commitment from OPS leadership and the Board to prevent and understand workplace sexual violence and harassment (SV&H), meaningfully support and respond to complainants, respondents and bystanders, and restore a safe, equitable workplace for all members. This is a \$2.2 million investment in supporting member wellness, eliminating SV&H in the workplace, and addressing systemic issues such as gender-based discrimination, racism, and homophobia. The anticipated result of this joint strategy will be a better and more respectful workplace, free of bullying, harassment, and discrimination, where all members feel safe, empowered and supported to provide exemplary service to the public. This initiative will also contribute to the ongoing OPS strategy of (re)building public trust and demonstrating a greater duty of care. Further details associated to this investment can be found under a separate Board Report submission named: Advancing Culture — Joint Strategy: Workplace Sexual Violence & Harassment, Future State Program.

Member Wellness

The Member Wellness initiative is a \$400,000 investment to hire a team of experts with the explicit purpose of supporting OPS members dealing with health and wellness issues, as well as with assisting with early and safe return-to-work planning. More specifically, the initiative includes creating and hiring three new positions: a psychologist, a return-to-work specialist, and a wellness analyst. This initiative

demonstrates the Service's commitment to duty of care toward our members and will help to mitigate the financial and operational impact due to rising rates of member absenteeism and accommodations.

Information Management and Data Analytics

Improving data collection and reporting has been identified as a strategic priority by the OPS. The purpose of this \$650,000 investment program is to improve community service and identify savings opportunities by optimizing staffing, resource allocation, and deployment of police personnel through better data and analytics. It will support and enable the multi-year service efficiency program and strategic priorities of the Board. Central to this investment is augmentation of internal capacity and capability. This will include capital investment in the configuration and deployment of solutions using existing technology and tools. Investing in data and analytics will help the organization and the Board monitor and improve the effectiveness, efficiency, and economy of policing services in Ottawa.

Enterprise Risk and Resource Management/ Enterprise Project Management capability

The total investment associated with the Enterprise Risk and Resource Management /Enterprise Project Management amounts to \$700,000. It will enable the OPS to develop a 24-7-365 Command Centre (CC). It will also ensure that all major pilots/projects are professionally managed to deliver the highest level of financial and social return on investments (ROI). Funding is allocated for the staffing of two additional Sergeant positions, which will enable the CC to operate 24 hours a day, every day of the year, as well as three certified project managers for the Enterprise Project Management Office (ePMO). The CC is illustrative of OPS' commitment to deploy an operations centre; it will be the centralized point of command, control and coordination for the OPS, contributing to our Service's ability to continually improve public trust, duty of care, and the City's CSWB Plan. Additionally, building ePMO capability to support strategic initiatives and projects will ensure the adoption of best project management practices and techniques, standardization in the management of projects, increased project management capabilities, and high levels of financial and social ROIs.

CONSULTATION

Consultation associated to the approved Business Cases, in terms of scope and ideation, was completed in 2021 as part of the consultation process associated with the development of the OPS 2022 Budget.

As strategic projects are initiated through their planning phase and implementation throughout 2022, all will embed and adopt a co-production approach with residents, community agencies, and experts across the City.

FINANCIAL IMPLICATIONS

Costs associated with implementing the attached Business Cases are built into the OPS' annual operating budget in each of the planning years.

SUPPORTING DOCUMENTATION

Document A:	Call Referral Business Case
Document B:	Indigenous Strategy Business Case
Document C:	Investigative Change Strategy Business Case
Document D:	See Board Report submitted for January 24, 2022 Agenda Titled "Advancing Culture—Joint Strategy Workplace Sexual Violence & Harassment"
Document E:	Member Wellness Business Case
Document F:	Analytics Realization Business Case

CONCLUSION

This report satisfies a portion of the November motion from the Board requesting business cases for investments outlined in the 2022 Budget. The business cases presented here demonstrate how each strategy and initiative has been carefully designed to address the priorities of the OPS and the Board, advance the Approach to Change efforts within the Service, find efficiencies, and respond to recommendations and feedback from the community. Further details on each of the following business plan cases are included in attached documents.