

STRATEGIC DIRECTION FOR THE OTTAWA POLICE SERVICE 2019-2020



OTTAWA POLICE SERVICES BOARD
COMMISSION DE SERVICES POLICIERIS D'OTTAWA

A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

MESSAGE FROM THE BOARD CHAIR

On behalf of Ottawa Police Services Board (OPSB), I am pleased to introduce the strategic direction for the Ottawa Police Service for the coming eighteen months. This plan is about making near-term adjustments during a period of transition, to respond to feedback we've received from our communities and members, and to help the Service achieve its vision of being a trusted partner in community safety and deliver effective policing services to the citizens of Ottawa.

Diane Deans

Chair, Ottawa Police Services Board



MESSAGE FROM THE CHIEF OF POLICE

With a mandate to respond to emergencies, keep public order, enforce the law, prevent crime, and help victims of crime, the Ottawa Police Service (OPS) protects the safety and security of our diverse communities around the clock. Over the past few years the Service has made changes intended to improve effectiveness and efficiency; and while benefits have been realized, we know there's still work to be done. We appreciate your ongoing input, and this eighteen month plan of action reflects how we will continue to work together to find new ways to balance the needs of our community and our Members within our fiscal and operating environment.

Steve Bell

Interim Chief of Police



CONTEXT

Policing across Canada is increasingly complex and dynamic. Some of the key trends we see are: non-criminal issues that draw on police resources; demands for more proactive policing efforts to address local problems; a national increase in violent crime (rate and severity) and an increase in borderless crimes; mounting budgetary pressures; greater public scrutiny and demands for enhanced accountability and transparency; an evolving legal, regulatory and oversight environment; and changes in technology and social media usage. Policing the Nation's Capital also presents unique challenges given the size, geographic and demographic diversity of the City, the provincial border, and presence of multiple law enforcement agencies.

Much of 2019 and 2020 will be a period of transition for the Service - the new Board was appointed in December 2018 and is still familiarizing itself with the Service; recruitment is underway for the Chief and Chief Administrative Officer positions; key legislation is being phased in; and a new city-wide community safety and well-being plan is currently in development. As a result, this Plan has a shorter time horizon and focuses on five key priority areas, supported by targeted activities and deliverables. We will continue to monitor progress through public opinion research, member surveys, and operational metrics.

INPUT – WHAT WE HEARD

This Plan represents feedback that was heard from residents, businesses, school boards, community partners and stakeholders, city councillors, OPS members, and members of the OPSB.

From Our Communities

In 2018 we conducted comprehensive public opinion research using a variety of methods. Key findings from this research include:

- Satisfaction with the quality of policing service remains high; however there has been a small decline since 2015;
- Public trust in the Service remains high however more residents say their trust has declined;
- The vast majority of residents feel safe in their homes however there is growing concern with guns and gangs, traffic and road safety, drugs/dealers, and violence against specific groups (women, youth, seniors, ethnic minorities, and LGBTQ2); and
- There is a greater desire for transparency, more community policing (increased presence and familiarity with officers at the neighbourhood level), diversity in the workforce, enhanced training in mental health and cultural diversity for frontline officers.



From Our Members

In 2018, the OPS conducted its eighth member engagement survey. Overall, member engagement and job satisfaction remains low, consistent with the 2015 results. The top three drivers of engagement in 2018 were the same as in 2015:

- Professional growth (perceptions of favoritism, inequality in training opportunities);
- Executive Command (perceptions regarding values and differences between senior leaders); and
- Organizational performance (dissatisfaction relating to staffing levels and changes to service delivery model and perceptions of accountability/performance).



As part of the 2017 Member Census, we also learned that the typical OPS member is a white, heterosexual English speaking male, aged 45-54, born in Canada, married and living with dependents aged 6-14 years old, in a sworn position with 10-15 years service with OPS. In terms of diversity, the OPS has a strong representation of Indigenous, Latin/Hispanic, LGB2sQ+ relative to their proportion of Ottawa’s population, but a lower representation among Asian, Black, Middle Eastern groups; and the percentage of female police officers has remained constant at 23% (2012). We also learned that Members perceive low levels of diversity and inclusion, particularly with persons with a disability, females, and racialized members. Diverse members do not feel as included, while other members feel they are being treated unfairly. Members are looking for more transparency, equity and consistency in key processes.

STRATEGIC PRIORITIES FOR THE NEXT 18 MONTHS

Based on the synthesis of the information gathered through the planning process, the Ottawa Police Services Board has reconfirmed *Community, Members and Service* as the three areas of focus to serve as the foundation for the next 18 months. Interwoven throughout these three areas of focus are four priorities: Community Policing; Equity, Diversity and Inclusion; Member Support; and Modernization.

Within each of the four priorities, specific activities or key deliverables have been identified that can be reasonably accomplished within the next eighteen months.



Advance Community Policing

Ottawa is made up of many diverse communities – whether defined by geography, age, gender, ethnicity, sexual orientation, socio-economic status, religion, culture, physical ability, or shared background or interests. The OPS works with and provides service to them all. The key to a safe community is a mobilized and engaged community that is prepared to act and work to prevent and solve crime in recognition that safety is a shared responsibility. Communities in Ottawa regularly identify low-level crime and social disorder issues that affect their quality of life and bring them to the attention of the OPS, and changes in recent years in how OPS addresses these concerns have not been well received by our communities. One way the OPS will work with the communities to problem solve at the local level is to establish neighbourhood based teams to fill the void created by the loss of neighbourhood officers and to enhance relationships with the communities. To start, these teams will be established in three high investment neighbourhoods, and following an evaluation, the approach will be expanded to additional neighbourhoods. The OPS will also develop strategies and plans aligned with the province’s Community Safety and Well-Being Framework; bolster community presence; enhance service delivery partnerships; and enhance community education and awareness. OPS will also focus its resources on the areas identified by our communities as priorities: combating street violence, violence against women, and ensuring traffic and road safety.



Make Meaningful Progress on Equity, Diversity and Inclusion (EDI)

Equity, Diversity and Inclusion has emerged as a worldwide practice – it helps us see things from differing and new perspectives, provides us clear focus and gives us a more complete view. This lens enables us to incorporate a diversity of perspectives that strengthens the capacity of work teams, creates a positive and respectful work environment, creates a workforce and service that is reflective of our diverse communities, and helps us address systemic barriers and inequities people face. Police organizations that value and build a culture of EDI demonstrate better community safety results and have greater ability to establish trusting relationships and provide bias-neutral policing. The Service has faced many challenges over the past few years including human rights complaints; research that shows certain sub-sets of our membership do not as feel included or don’t have equitable access to opportunities; and we have challenged relationships with certain communities. This is about cultural change – it’s about re-orienting ourselves with the communities we serve, and providing policing in a bias-neutral, professional manner. We will start by looking inwards, as the way we treat each other is manifested in the way we police the public. We will build a governance model for EDI internally, and develop a single inventory action plan that brings together all of the EDI related activities being undertaken. We will also strengthen relationships internally by establishing internal employee resource groups to engage, network and share ideas to address areas of concern; and externally we will conduct our one year review of our external advisory groups such as the new Community Equity Council (CEC), and GLBT Liaison Committee.



Support Our Members

Employee engagement is a heightened emotional and intellectual connection that an employee has for their job, organization, manager, or coworkers that in turn influences them to apply additional discretionary effort to their work. Although steps have been taken over the past three years to improve on areas identified by our Members, change takes time, and the research shows that the OPS has work to do in this area. It is time to monitor recent changes to key areas identified by the Members, and make further refinements as necessary. Specific areas of focus include the sworn staffing allocation model, and tools and processes to ensure equitable access to training and development opportunities. It is also time to mend relationships internally and with our Associations, and communicate changes as well as information on topical areas, at the right time, and in the right way.

Members are our most valued resource and they need to be healthy and resilient in order to provide effective service to our communities. Shift work and exposure to difficult and challenging situations can affect our Members' physical, mental, emotional, spiritual and familial health and wellness. Wellness is a balanced whole-person approach to overall health, and our focus through the Wellness Strategy is on prevention through programs (e.g. Early Intervention), providing supports (e.g., Peer Support, and member and family events), reducing stigma (e.g., mental health and accommodations), and research (e.g., fatigue management). During the planning period, the Real You Program will be evaluated to ensure it continues to be an effective support to Members and their families.



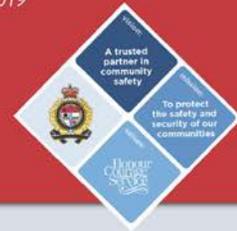
Modernize the Work Environment

Modernization is about changing where and how employees work so they can be as productive as possible in delivering service to our communities. It includes technology, tools, equipment, facilities and processes. The OPS will continue to implement the Technology Modernization Roadmap. The Service will also continue to address issues associated with critical equipment such as police radios, prepare for the impact of technology on 9-1-1 services, and improve how the public reports non-emergency incidents online. Our work spaces will continue to evolve, and planning and development activities related to a new South Campus will continue in order to provide additional deployment capacity throughout the City. To address budgetary constraints and improve service delivery, the Service will explore opportunities for potential partnerships with City departments.

June 25, 2019



STRATEGIC DIRECTION FOR THE OTTAWA POLICE SERVICE 2019-2020



SUPPORT OUR MEMBERS

- Optimize the frontline staffing allocation model
- Develop tools and processes that ensure equitable access to training and development opportunities
- Foster positive relationships with Associations (OPA, SOA)
- Continue to promote the Wellness Strategy to expand awareness (e.g., early intervention, peer support, fatigue management), and evaluate the Real You Program



MODERNIZE THE WORK ENVIRONMENT

- Continue planning and development activities related to South Campus
- Implement the Technology Modernization Roadmap
- Prepare for Next Generation 9-1-1
- Explore opportunities to improve service delivery through back-office re-alignment and enhancements to online reporting
- Complete implementation of the radio project



ADVANCE COMMUNITY POLICING

- Establish neighbourhood based problem solving teams to address local public safety concerns and enhance relationships with the community; and evaluate effectiveness of the approach
- Focus resources on addressing street violence, violence against women, and road safety
- Actively participate in Ottawa's Community Safety Well-Being Plan



MAKE MEANINGFUL PROGRESS ON EQUITY, DIVERSITY & INCLUSION (EDI)

- Build a governance model and action plan
- Evaluate the effectiveness of external advisory committees (e.g., CEC, GLBT)
- Establish internal employee resource groups