

BoardMatters



A Newsletter from the Ottawa Police Services Board

The Ottawa Police Services Board:

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2010 POLICE SERVICE BUDGET

It's that time of year again. The Ottawa Police Service will be tabling its draft Operating and Capital Budget Estimates for 2010 at a special meeting of the Police Services Board on December 9th at 8:30 a.m. The meeting is open to the public, as is a meeting on December 17th scheduled for the purpose of hearing public delegations, and a meeting on December 21st at which the Board will approve the budget. Following Board approval the 2010 budget will be forwarded to City Council for its consideration during the week of January 25-29, 2010. If you would like to share your thoughts with the Board on December 17th, please contact the Board office or send us your written comments.

2010 BUDGET MEETING SCHEDULE

DATE	TIME	PURPOSE
Wednesday December 9, 2009	8:30 a.m.	Tabling of the 2010 Draft Operating and Capital Budget Estimates
Thursday December 17, 2009	7:00 p.m.	Hearing of Public Delegations on the 2010 Budget
Monday December 21, 2009	5:00 p.m.	Consideration and Board Approval of the 2010 Budget
Week of January 25-29, 2010		City Council Approval

All Police Services Board budget meetings will be held in the Champlain Room, 2nd floor, Heritage Building, Ottawa City Hall, 110 Laurier Avenue West.

MESSAGE FROM THE BOARD CHAIR

It is my pleasure to welcome you to the December issue of the Ottawa Police Services Board's newsletter, "Board Matters" — a vehicle for providing information about the work of the Board, and important initiatives of the Police Service that the Board supports. This issue contains articles on a number of subjects including the upcoming 2010 Budget approval process, a summary of the Let's Chat coffee shops held throughout the year that have assisted us in developing our 2010-2012 Plan for a Safer Ottawa, the recently implemented Strategic Deployment Plan, and the new Tenure policy at the Police Service. I hope you find the newsletter informative; additional information about the Board and its work is always available online at ottawapoliceboard.ca.

I would like to take this opportunity to wish you and yours a joyful, safe and healthy holiday season.

Eli El-Chantiry
 Eli El-Chantiry, Chair

Copies of the budget will be available following the December 9th meeting online at ottawapolice.ca, at all community police centres and police stations, and at the Ottawa City Hall Client Service Centre.

THE PLAN FOR A SAFER OTTAWA IN 2012 ... WHAT YOU SAID

The Ottawa Police Services Board and Ottawa Police Service would like to thank community members and police for attending eight Let's Chat Coffee Shops in neighbourhoods across Ottawa over the last six months. The sessions invited community members to contribute their thoughts on the future direction of the Ottawa Police Service, so community needs and priorities can be reflected in the 2010 - 2012 Business Plan for the Ottawa Police Service. As a result of your input, we have a draft Plan that will lead to an Ottawa that is safer tomorrow than it is today by focusing on four areas of action:

1. Reducing, Investigating and Preventing Crime
2. Investing in our People
3. Enhancing Partnerships and Interoperability
4. Expanding Public Education, Community Engagement and Mobilization.

The results and discussions are still being analyzed from the last four Let's Chat sessions in November, where participants discussed: "How can we work together to create a safer Ottawa for All by 2012?" Common themes identified as necessary to implementing this plan over the next three years include the following:

1. Regular Police Involvement in Communities

The most popular feedback heard from all eight Let's Chat sessions included the need for police to spend more time in the community in a way that is positive and interactive, because it will lead to building trust and partnerships. This in turn will create more effective policing and a safer Ottawa. Examples include:

- Police need to smile, wave and say hello to residents and especially youth;
- Police need to attend and participate in community events and programs;
- Community police officers - including Community Police Centre Officers, Neighbourhood Officers and School Resource officers - are critical contacts for communities.

Neighbourhoods need time to build relationships with these officers and more careful consideration and transition planning needs to be given when these officers are transferred and replaced.

2. Communication

The police service needs to communicate with the community in plain language that is free of jargon and academic or police language in order to create relationships, understanding and greater involvement of our diverse community. Further, the police service needs to report on action and results through good news stories, sharing of community events (see the new online community events calendar at ottawapolice.ca), and provide more opportunities like the Let's Chat coffee shops that offer real opportunities for communities to connect with the police service.

3. Vulnerable Groups

Participants agreed that effective policing and a safer community must include a focus on vulnerable and marginalized groups in a way that meets their needs. In particular, the plan must include a focus on listening to and working with new immigrants, people with disabilities, those living in poverty/low income, youth at risk, seniors, and women as it relates to violence against women.

4. Partnerships and Community Involvement

Meaningful partnerships and community involvement are critical ingredients to putting into action any part of this plan in an effective way. As expressed by the Chair of the Police Services Board, *"It's up to everyone to make Ottawa safer. I invite residents to get to know your neighbours and your local community police officer. Together we can work to create a safer community for all."*

If you haven't already checked out the videos from the latest round of Let's Chat coffee shops and the draft 2012 plan, please visit ottawapolice.ca. A final report will be made public at the Ottawa Police Services Board meeting on December 21st at Ottawa City Hall. Community members and media are invited to attend.

In Service ... of Our Community: The New Strategic Deployment Plan

Our community is growing and changing — and so are the demands on police.

As the population of Ottawa closes in on one million and our society continues its rapid pace of change, it is the responsibility of the Police Services Board to challenge the Ottawa Police Service (OPS) to reflect on the best possible ways it can provide effective and efficient policing to the community.

Soon after becoming our new Police Chief, Chief Vern White identified several strategic priorities, including one calling for an operational review that would result in the assurance that OPS would have the “right people in the right place at the right time.” Chief White's priority echoed the first of four strategic priorities set out in the Police Service's 2007 — 2009 Business Plan — "Managing and Reducing Crime: What we do and how we do business."

A Strategic Deployment Plan (SDP) Project Team was formed by the OPS Executive and given the mandate to conduct a comprehensive review of identified priority service delivery areas. As work on the priority areas progressed, Chief White and his team added more sections to the review. In total, the review accomplished the following:

Areas Reviewed:

The identified priority areas included robberies, fraud, break-and-enters, traffic, marine and dive, demonstrations and the dangerous offender/long-term offender process. The SDP Team was also charged with the responsibility of making recommendations to increase the efficiency and effectiveness of frontline response by examining shift options, district support, and call handling. As work progressed, the Team conducted reviews in Human Resources, Executive Services, Professional Standards, and Problem Crime Analysis.

The Review Process:

To provide the most thorough and helpful review possible, the SDP Team undertook the following for each major area of the review:

- External Research: The Team contacted police services from across Canada, and two from the U.S., to learn of current practices underway in those organizations.
- Academic Research: Professors at Carleton University, Ottawa University, Royal Roads University, and Simon Fraser University were engaged regarding a variety of issues, approaches and current thinking.
- Internal Research: Operational reviews from the past were revisited, workload analysis was conducted, and a Business Process Improvement (BPI) approach was used to identify inefficiencies and gaps in service delivery.
- Member Participation: Recognizing our members hold the solutions to many of our challenges, the project team conducted surveys, focus groups, interviews and summative sessions.

Key Outcomes:

1. The capacity of frontline Patrol Officers to deter crime through proactive policing will be improved by increased uniform resources and enhanced collaborative efforts with District resources, namely Neighbourhood Officers, School Resource Officers, Traffic Officers, Community Police Centre Officers, Investigators, and Crime Analysts.
2. The priority service delivery areas and added sections have been reviewed and a comprehensive list of recommendations forwarded to the OPS Executive. Implementation work has begun and will unfold in several phases throughout the fall and into 2010.
3. A strategic deployment plan has been developed that will increase frontline effectiveness and ensure the safety of officers and the public.

Chief White's vision continues to be the increase of organizational efficiencies and effectiveness, while ensuring the Ottawa Police Service maintains a strong visible presence. The SDP Project Team has been successful in identifying and recommending improvements to areas included in the review that will be seen on the frontline in the form of greater police visibility and effectiveness in the community.

The Ottawa Police Service Tenure Policy

On October 6, 2008, the Ottawa Police Service (OPS) adopted its first Tenure Policy - a process for the mandatory rotation of sworn personnel after a specified period of time in a position.

In its broadest terms, the Tenure Policy will bolster experience on patrol and improve the quality of service to the public. At the same time, it will increase sworn members' opportunities for, and access to, more varied experiences resulting in a better transfer of policing knowledge. The Tenure Policy also puts in place the important building blocks for career development and succession planning at OPS — a priority for the Chief of Police that is strongly supported by the Police Services Board.

The policy is designed to be a transparent and fluid way to move and deploy the most important resource of OPS - its people - and to provide a fair and equitable member-designed process that is accessible to the entire sworn membership.

The Tenure policy applies to all sworn members of the OPS at the rank of constable, sergeant and staff sergeant. All jobs, including those performed at the sergeant and staff sergeant levels, were assigned a tenure duration. This duration is the maximum amount of time a member can stay in a position before having to enter the tenure process or return to a position within patrol.

After a period of time a member is eligible to apply for a tenure position, which is a position that does not fall under the definition of patrol. A member may apply for up to five (5) positions at one time. All Constable positions that do not fall under the definition of patrol

are tenure positions and assigned streams 1 to 4. There are four streams which divide the sworn positions. The streams have been designed to assist officers with career development and act as building blocks of an officer's career. Officers may complete their tenure duration in stream 1 and continue to transition upward in the streams where they can utilize the skills they acquired in their current position and build on them. For example, a Neighbourhood Officer could complete his/her time in stream 1, then apply and become a District Investigator (stream 2), then move on to the Robbery Unit (stream 3) and then to Major Crime (stream 4). Within the stream concept officers cannot move laterally or in reverse without first rotating to patrol for a minimum of one year.

Not every officer is able to move to the tenured position requested. The program is designed that officers rotate to patrol when they are not successful with their application to a tenure position. Many officers enjoy working on patrol and are not required to rotate to a tenure position unless they desire to do so.

Recognizing that some officers have not worked in a patrol function for many years the OPS Professional Development Centre has created a training program directed at reintegrating officers to the patrol function.

The tenure program is a living program that is continually being assessed and improved upon to meet the needs of the service and it's membership.

The Service and the Board believe the program will result in better service to the public by bringing more experienced officers back to patrol to mentor our younger officers, developing officers with a broader range of skills, and ensuring continuity in key community positions such as Neighbourhood and Community Police Centre officers.

The Ottawa Police Services Board is the civilian body established by provincial legislation that provides governance and oversight for the Ottawa Police Service. It is accountable to the community, the Ministry of Community Safety & Correctional Services, and the Ontario Civilian Police Commission. If you are interested in viewing past issues of the "Board Matters" newsletter or other information about the Ottawa Police Services Board, please visit www.ottawapoliceboard.ca.

The Police Services Board usually holds regular business meetings on the fourth Monday of each month except August (there is no meeting in August) and December (the meeting is on the 3rd Monday). *There are some irregularities in 2010 — please check the online schedule for details.* All meetings are open to the public and take place at 5:00 p.m. in the Champlain Room, Ottawa City Hall. Members of the public are welcome to speak to any item on the agenda or can speak to an issue not on the agenda but of concern to them, provided they give at least one week's notice to Board staff. A complete schedule of meetings is available online.