

Report to / Rapport au:

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

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Submitted by / Soumis par:

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SUBJECT: BUDGET CONSULTATION PLAN SUMMARY REPORT

**OBJET: RAPPORT SOMMAIRE DU PLAN DE LA CONSULTATION SUR LE
BUDGET**

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 July 2021, the Ottawa Police Service (OPS) followed the Ottawa Police Service Board's (OPSB) direction to develop an ambitious, multi-faceted Budget Consultation plan. The plan included a range of various data collection methods spread over a four-month span. It emphasized seeking and obtaining feedback from diverse communities, particularly those which are racialized and marginalized.

The plan included an unprecedented mixture of data collection methods and efforts to reach racialized and diverse communities. The goal was to improve our understanding

of the complex needs of the communities we serve. Consultation processes solicited quantitative and qualitative inputs from stakeholders, residents, community groups, City Councillors, and OPS members. Surveys were distributed in multiple languages, including English, French, Arabic, Spanish, Mandarin, Cantonese, Somali, Farsi, and Inuktitut. Additionally, external polls, an audit, scan, and analyses were consulted to understand broader contexts and influences.

In total, the Budget Consultation process encapsulates five surveys with over 8,000 combined participants; community forums, small group discussions, one-on-one conversations, delegations, and emails. Additionally, we draw on research using social media reviews, a social impact audit, and an environmental scan. The findings from these diverse and extensive consultations are summarized and presented to the Board in order to inform the development of the 2022 draft Budget.

DISCUSSION

This report represents the conclusion of a comprehensive OPS Budget Consultation process. It includes summary reports of numerous OPS/OPSB-led consultations, such as the recent Public and Stakeholder Opinion Survey, which garnered extensive engagement on recommended priorities, areas of improvement, and community concerns relevant to the OPS. It also includes other important and relevant inputs, such as surveys and analyses from independent research agencies, as well as virtual and in-person consultations. Throughout this process, the OPS emphasized seeking and obtaining feedback from diverse communities, particularly those which are racialized and marginalized.

Not all of the consultations included in this report were designed to directly speak to the OPS Budget, but they address topics such as public safety and satisfaction with police and are included here because they can enrich our understanding of what Ottawa residents need and expect from the OPS.

As a result of these extensive community consultations, the following is a summary of the key points:

- **Police services matter to Ottawa residents but residents want improvements to the OPS.** The vast majority of respondents in various consultations provide ways in which the police need to improve, particularly in

terms of building partnership and engagement with diverse, marginalized, and racialized communities.

- **A majority of respondents do not support a reduction in the OPS Budget but 26% do support defunding the OPS.**
- **Residents want a new approach for responding to social issues**, particularly in the area of mental health and addiction, in order to have better outcomes and responses. The desired role for the OPS in these responses varies significantly, but it is clear that a new approach is needed.
- **There are pronounced community safety issues**, top of which are mental health and addictions, road and pedestrian safety, violence against women (VAW) and gender-based violence (GBV), and gun/gang/ drug related violent crime.
- **Public trust has been eroded.** Distrust of the OPS has gone up by 19% since 2018. Nonetheless, the majority of respondents to various consultations want to see the police improve so as to rebuild community trust.
- **Ongoing investment is needed in inclusion, diversity, equity and anti-racism (IDEA) efforts.** Changes to funding brought about through this Budget should not undermine efforts to increase diversity within the Service, address racism, and improve training related to IDEA.

The OPS recognizes that there may be overlap between the consultations reported on here, such that some individuals may have participated in more than one consultation, but there are also gaps, such that some individuals may have been unable to participate in these consultations and their points of view may not be reflected in the observations presented here. The OPS will continue to reach out to individuals, organizations, and networks to further gain an understanding of their concerns and priorities. Particular effort will be made to consult with residents and stakeholders who are Indigenous, Black and People of Color.

Section A of this report provides details on methods and observations of consultations that have been completed to date. Section B provides information on ongoing OPS consultations.

Discussion Section A: Consultation Summaries

Across Canada, satisfaction with police has decreased, and views about police behaviour and equity have worsened within the past year (Advanis 2021a). The global

‘Defund the Police’ movement, fueled by public outcry over the deaths of George Floyd and other Black and racialized citizens, have contributed to increased negative sentiment and growing calls for a diversion of funding from police and criminal justice systems to social services that support for individuals living with mental health and addiction. The decrease in community trust in the police is evident in consultations conducted with Ottawa residents, leaders, and stakeholders. Dominant themes within these consultations are that the police need to ‘do better’ to improve trust and build relationships with the community and to improve and/or re-design mental health response in order to ensure the most positive outcomes and best use of community resources.

Additionally, across the consultations, there is a consistent minority of voices calling for the dismantling or defunding of police. At the same time, consultations indicate widespread concerns about crime rates and severity, as well as worsening traffic and road safety. There are recurring calls for increased police presence, particularly with regard to addressing crime and safety concerns.

This section of the report provides an overview of all consultations that have been completed to date, beginning with a broad-level analysis from external agencies, then focusing on OPS-led initiatives that engaged specific communities and stakeholders. No single survey or forum can provide a complete picture or address all the concerns and priorities regarding police service and community safety. However, as a composite, these consultations demonstrate intersecting and overlapping concerns from residents, stakeholders and community members.

Consultation	Consultation Method	Sample Size
OPS/OPSB Public and Stakeholder Opinion Survey	Survey	4, 400
Advanced Symbolics Social Media Analysis	Artificial Intelligence	N/A
Advanis Public Opinion Survey	Survey	664 & 1, 388
Social Impact Audit	System analysis	N/A
Community Safety Well-Being Plan	Survey	245 & 467
Environmental Scan	Environmental analysis	N/A

OPS Member Engagement Survey	Survey	1,089
OPS/OPSB Community Budget Consultation	Community forum	56
Focus Groups and One-on-One Consultations	Focus groups, one-on-one	16
Mayor and Councillor Survey	Survey	15
Consultations with City Officials	Small-group discussions	11
Consultations with Diverse Communities	Small-group discussions	N/A
OPS Social Media Review	Analytic platforms	N/A
Public Delegations at OPSB Meetings	Delegations	60
Email Correspondence	Emails	10

OPS/OPSB Public and Stakeholder Opinion Survey

The broad-based community consultation plan developed by the OPS and the OPSB included a public and stakeholder opinion survey to gather qualitative and quantitative input from a diverse range of stakeholders, residents, community groups, and members.

	Survey Sample %	City of Ottawa %
Age group		
18-34/15-34	24%	27%
35-54	40%	35%
55 and older	30%	29%
Prefer not to answer	6%	6%
Gender		
Male	42%	49%
Female	47%	51%
Two-spirited, Transgender, or Other	2%	
Prefer not to answer	9%	

BACKGROUND & METHODS

The survey was distributed using a non-probability sampling method, specifically by posting an open link to the survey on the OPS and OPSB websites. While there are some potential drawbacks to this approach, this method is being increasingly used due to a combination of various disadvantages of probability sampling as well as several advantages: the survey was accessible to all interested in providing input (versus a random selection), it's a less costly method that can provide a quick and timely snapshot of public opinion.

The survey period was September 1 to October 1, 2021, and it was available in multiple languages: English, French, Spanish, Arabic, Chinese, Somali, Farsi, and Inuktitut. It was also made available in paper and accessible formats upon request. Widespread promotion used traditional and online tools, as well as direct outreach to traditionally marginalized groups.

The survey was accessed by over 4.4K individuals, with 3,244 fully completing it. Although the distribution was not random, as shown in Table 2, the sample of those who completed the survey is fairly representative of community demographics and diversity in terms of age, gender, immigration, and geographic residence and some race/ethnicity and income groupings. However, the survey sample under-represents lower-income, Black, Indigenous and Asian residents and persons with a disability. Additional efforts are being made to engage these minority groups.

OBSERVATIONS

Detailed results are available in Document 1.

Income		
Less than \$60K	14%	33%
\$60K - \$100K	21%	25%
\$100K - \$200K	36%	32%
\$200K+	11%	10%
Ethnicity		
White	74%	74%
Black	2%	7%
Indigenous	2%	5%
Latin/Hispanic	1%	1%
Middle Eastern	2%	6%
East Asian / Southeast Asian	2%	8%
South Asian	1%	4%
Other	4%	
Prefer not to answer	12%	
Immigrated in past 5 yrs	2%	3%
Prefer not to answer	4%	
Person with a disability	13%	22%
Prefer not to answer	6%	
Community		
Urban	49%	55%
Suburban	43%	35%
Rural	8%	10%

Perceptions of community and personal safety are divided. Almost half (47%) of respondents indicated that their perceptions of community safety for the City of Ottawa have decreased in the past two years, while the same percentage (47%) thought safety in their own neighbourhood/community had remained the same. Just over half of respondents (52%) indicated they are satisfied/very satisfied with their personal safety from crime, while 20% were dissatisfied/very dissatisfied.

Overdoses, mental health, violent crimes, and distracted driving are top crime/disorder concerns. When asked to rate their level of concern with a range of crimes and disorder issues for the City of Ottawa overall, the following had the highest ratings of extremely/very concerned:

- Overdoses/addictions/mental health care (66%)
- Gun violence/gang violence/drug violence (63%)
- Violence against women (60%) and sexual assault (55%)
- Distracted driving (56% extremely/very concerned)

Residents are more satisfied than dissatisfied with the OPS's quality of service, although satisfaction has declined. The response was mixed to the question on quality of service, with 42% indicating they were very satisfied/satisfied, 23% neutral, and 34% dissatisfied/very dissatisfied. The level of satisfaction has declined compared to the OPS 2018 Public Opinion Survey when 60% were satisfied/very satisfied, 21% neutral, and 15% were dissatisfied/very dissatisfied.

Almost three-quarters of respondents trust the OPS, but trust has been eroded. Respondents were asked to indicate their level of trust in the OPS: 42% indicated they had a very high or high level of trust in the OPS, 30% that they had a moderate level of trust, while 29% indicated they had little or no trust in the OPS. Compared to the 2018 data, trust appears to have eroded since, at that time, 55% indicated they had very high or high trust in the OPS, 33% moderate trust, and only 10% little or no trust.

Perceptions of the OPS include positives and negatives. Respondents rated the OPS on various aspects of service. The OPS was rated most positively (very good/good) on:

- Ensuring public safety and security at public events (48% positive)
- Providing services in both English and French (46% positive)
- Responding to emergency calls (43% positive)

However, the OPS was least positively rated (very poor/poor) on:

- Reducing gun & gang-related violence (43% negative)
- Using financial and human resources efficiently (36% negative)
- Preventing crime (35% negative)

An alternative model to mental health response is a top priority. Based on various consultations with the public, community partners, and stakeholders over the past few years, the OPS has identified a number of priority areas for investment and reform. The survey requested input on which of these priorities were also a priority to respondents.

The top 5 shared priorities were:

- An alternative model to mental health response (over 2.2K supported)
- Community policing (over 1.7K supported)
- Violence against women (over 1.7K supported)
- Youth strategy (over 1.5K supported)
- Traffic safety (over 1.5K supported)

Additionally, respondents were asked to provide priorities in open-ended comments. Here the most frequently mentioned themes were: increased focus on crime, increased number of officers and presence, increased public outreach to strengthen relationships and trust, and increased accountability and transparency.

Police Funding. When asked about their preference between increasing, decreasing and maintaining the OPS budget at the current level, 51% preferred to increase the budget, 16% to maintain it, and 26% to decrease it. Similarly, 68% of respondents favoured increasing or maintaining services provided by police. That said, while 24% favoured a reduction in services, 57% reported wanting to see increased investment from the OPS in service delivery and reform and 12% favoured a decreased investment.

Just over half of respondents want an increase in OPS staffing. Survey respondents were asked their preference for the OPS's sworn officer staffing complement increasing, decreasing, or remaining the same. Just over half (53%) preferred increasing the number of OPS officers, 21% preferred decreasing it, 18% preferred maintaining the current level, and 8% selected uncertain/no opinion.

Repeated calls for increased efficiency. A recurring theme in open-ended comments was the need for improved service efficiency, as evidenced in comments about

improving the efficiency or allocation of resources, conducting audits or other analyses to reduce costs, and optimizing existing resources.

Negative sentiment is highest among some marginalized populations.

Demographic analysis of respondents who indicated a preference for decreasing the OPS budget, as well as those who indicated high levels of dissatisfaction and low levels of trust, shows that negative sentiments toward the police are highest among several groups: younger respondents, those identifying as transgender/other gender, non-heterosexual, as well as those of higher educational status, those with lower income, and those in urban areas of the city. Over 4,400 people participated in the OPS/OPS Public & Stakeholder survey between Sept 1-Oct 1st, with over 3,200 completing the survey in full. The sample was quite diverse and reflected community demographics well in many respects, though the number of Indigenous, Black, Middle Eastern and Asian residents were slightly under-represented relative to their proportion of the population of Ottawa. However, since a significant proportion of the survey sample (12%, or 389 respondents) opted not to reveal their race/ethnicity, the extent to which these groups are truly under-represented in the sample is not known.

	Indigenous	White	Black	East Asian/ Southeast Asian	South Asian	Middle Eastern	Latin/ Hispanic
# of respondents	62	2400	77	69	33	59	28
% of sample	2%	74%	2%	2%	1%	2%	1%
% of Ottawa	4.6%	73.7%	6.6%	7.7%	4.2%	5.5%	1.2%

The overall level of satisfaction with quality of service provided by OPS was statistically significantly lower amongst Indigenous and South Asian survey respondents, and slightly (but not statistically significantly) lower amongst Latin/Hispanic respondents. Level of satisfaction was statistically significantly higher amongst Black and Middle Eastern respondents.

	Total	Indigenous	White	Black	East Asian/ Southeast Asian	South Asian	Middle Eastern	Latin/ Hispanic
Very satisfied / satisfied	42%	32%	44%	50%	37%	27%	49%	32%

Perceptions of trust were also statistically significantly lower amongst Indigenous and South Asian survey respondents, and slightly (but not statistically significantly) lower amongst Latin/Hispanic and Black respondents.

	Total	Indigenous	White	Black	East Asian/ Southeast Asian	South Asian	Middle Eastern	Latin/ Hispanic
Little/no trust	29%	39%	28%	32%	28%	36%	21%	36%

There were no statistically significant differences by race/ethnicity with respect to preferences about whether OPS budget or OPS staffing should increase/decrease/stay the same, or whether OPS should shift some responsibility for response to social issues to community services

- The majority of survey respondents in each race/ethnicity category preferred an increase to the number of OPS officers, and an increase to the OPS budget, and to shift some responsibility for response to social issues from OPS to community services.

A strong majority of respondents want the City to invest more in social services.

A question about the level of investment by the City of Ottawa in programs and services addressing social issues saw a strong majority (70%) wanting to see increased

investment in programs and services addressing social issues by the City. The remainder was split between a preference to maintain current investment in social programs and services (18%), a small percentage who would like investment to be decreased (7%), and 5% who answered uncertain/no opinion.

Advanced Symbolics Social Media Analysis

Recognizing that online content is another potential source of information about community perceptions, the OPS engaged Advanced Symbolics Inc. (ASI) to analyze social media and online content relating to the OPS. Results can be used to inform budget and strategic planning and decision-making.

BACKGROUND & METHOD

ASI is an Ottawa-based market research company that uses a proprietary artificial intelligence (AI) tool to analyze online content. They apply scientific sampling to the large information pool offered by social media, using AI that protects the privacy of individuals. Their methodology aggregates data to assess trends and patterns, using a sampling method that ensures the demographics of the community are mirrored and that the sample is representative of the population.

To obtain an independent perspective on ASI's technology, the OPS engaged Dr. Michael Geist, a Carleton University law professor. Dr. Geist is a recognized expert in privacy issues and the Canada Research Chair in Internet and E-commerce Law, and a member of the Centre for Law, Technology and Society.

The study conducted by Dr. Geist included a review of ASI documentation, a detailed discussion with ASI's technology team, a review of the proposed agreement between ASI and the OPS, research on comparable implementations in other police services and an analysis of Canadian law as applicable.

At the conclusion of his privacy review, Dr. Geist advised that ASI takes the protection of privacy seriously and has designed its AI from the beginning to protect the privacy of individuals.

This includes steps to ensure the source of data cannot be reverse engineered, that no personally identifiable information is collected, analyzed or transferred by ASI, and ASI does not conduct micro-targeting, political profiling, nor publish any personally

identifying information. The OPS accepted all of Dr. Geist's recommendations, including;

- That only fully open data with the lowest level of privacy expectation be used comprised of Twitter and Reddit
- Facebook data should not be used
- A multi-factor authentication protocol be used when data is transferred
- The OPS ensures ongoing analysis of the work conducted by ASI.

OBSERVATIONS

stage. ASI will continue to do further analysis and provide more findings, but early insights that have emerged so far include:

Global events have a significant local impact on public distrust and engagement.

Following the death of George Floyd in May 2020, negative sentiment towards the OPS increased by 52%. Online discussion about defunding spiked following the death of George Floyd and subsequent demonstrations and protests but has since declined to become a topic with relatively low overall engagement in Ottawa.

Positive engagement spiked with the release of the 2021 OPS Draft Budget. The release of the 2021 OPS Draft Budget, and later its confirmation by the City of Ottawa, sparked a significant rise in positive sentiment. Most engagement on the Budget, positive and negative, came from high-income neighbourhoods and non-racialized communities.

Addressing mental health and racism are top priorities for Ottawa residents.

Improving OPS responses to mental health and reducing racism are significantly higher priorities compared to issues. Ottawa residents want to see real actions to improve transparency and accountability, not simply symbolic actions.

Advans Police Service Benchmarks: Public Opinion Survey

Table 3: Survey Demographics: Ottawa Citizens		
	2020 n=624	2021 n=1,388

In order to improve understanding of public perceptions of police in Ottawa, the OPS obtained data from the Ottawa sample of a national public opinion survey conducted with a random sampling methodology by Advanis Research on the topic of crime, personal safety, and perceptions of the police.

BACKGROUND & METHOD

Advanis is a privately owned Canadian market and social research firm. Between February and April 2020, and again between May and July 2021, they conducted a national phone survey with a random sample of Canadians over the age of 18 using questions designed by Public Safety Canada and the Halifax Regional Police to evaluate support for police services. Across Canada, their sample sizes were 17,599 in 2020 and 19,455 in 2021. Within Ottawa, their sample size was 624 in 2020 and 1,388 in 2021. The demographics of the Ottawa respondents (see

Table 3) are generally representative of the City's population, although there is a higher representation of those in the 'non-white, non-Indigenous' category (23% and 32%) as well as those with a personal income of less than \$60K.

Age group		
18-34	30%	30%
35-54	35%	35%
55 and older	35%	35%
Gender		
Male	47%	47%
Female	51%	51%
Other	2%	2%
Personal income		
Less than \$60K	65%	65%
\$60K or more	36%	36%
Residence in Canada		
Whole life	70%	62%
Not whole life	30%	38%
Ethnicity		
White	68%	56%
Indigenous	3%	2%
Non-Indigenous, Non-white	23%	32%

OBSERVATIONS

Detailed results are available in Document 2.

The majority report the OPS is doing a good job. With regards to surveyed perceptions of the OPS, in 2021, 60% of participants reported that the OPS is doing a good or excellent job. This is equal to the national average, though slightly down from 63% in 2020.

Increasing negative perception of the OPS. There has been a significant rise in negative perceptions of the OPS's performance (which corresponds to the downward trend in national ratings of police). For example:

- Ratings of the OPS as poor/very poor and poor rose 10% to 19%;
- Perceptions that police treat people with respect decreased from 66% to 58%;
- Perceptions that police make decisions based on fact decreased from 58% to 54%; and
- Only 40% of respondents agreed that police provide the same quality of service to all citizens.

Fear of crime has increased. The percentage of citizens who reported that they always/almost always worry about crime increased from 12% in 2020 to 17% in 2021.

Negative perceptions about OPS response times have increased. Perceptions of police response times also worsened. In answering whether police respond quickly to calls for assistance, 16% disagreed/strongly disagreed in 2021, compared to 8% the year before.

This suggests that while perceptions of police behaviour have worsened, citizens still expect the police to respond quickly to calls for assistance and address growing concerns about crime.

Social Impact Audit

Since 2019, the Ottawa Police Service (OPS) has been developing strategies and capacities to form more effective community partnerships in order to provide more integrated service delivery, refer more calls to appropriate external service partners all to improve community safety and well being. This approach ensures the OPS' compliance with the new "Comprehensive Police Service Act" that requires every Ontario municipality to develop and implement a Community Safety and Well Being (CSWB) plan. It also advances the Ottawa Police Service Board's (the Board) priority to advance community policing while also supporting the City of Ottawa's CSWB plan.

Despite the fact that Ottawa has a rich and vibrant social service sector (including emergency first responders, City of Ottawa agencies and the non-for-profit sector), Ottawa residents are often challenged to contact and receive timely appropriate services for a range of social issues that include (but is not limited to) mental health, addictions, homelessness, food scarcity, poverty, etc..

Frustrated, confused and/or under informed community members will often default to calling the police in an attempt to address these social issues. This results in the underutilization of appropriate social services agencies, the overutilization of police

services and the inability of community members to receive the social services that they need and deserve.

To better understand these service delivery challenges, the OPS engaged HelpSeeker, a social innovation and technology company, to conduct a Social Impact Audit (SIA). The SIA will help the OPS, the City of Ottawa and all local social service agencies to:

1. Identify and integrate the hundreds of social service agencies for community and client impact;
2. Leverage information from across the social service ecosystem to improved navigation and optimization; and
3. Transform Ottawa's social service infrastructure while contributing to the OPS' ongoing efforts to revision the role of policing in the social safety net ecosystem

HelpSeeker's SIA builds on and contributes to the community's growing demands for a more coordinated social service ecosystem, higher financial/social return on investments to social service providers (including the OPS) and improved community safety and wellbeing for people.

BACKGROUND & METHOD

Ottawa's social safety net, like all cities and communities across Canada, is composed of a wide range of social service agencies who provide an even wider range of service programs and supports for a variety of individuals in need. The individual service needs are most often expressed in relatively calm and controlled ways – but when they are triaged to police, they are all too often expressed as calls for help representative of persons experiencing a mental health crisis. The ecosystem of social service providers include: local, municipal, provincial/territorial and federal governments, public and non-public charities, non-profit organizations, emergency responders (police, fire and paramedic services) and private sector entities.

HelpSeeker's SIA does not provide 100% accuracy in its attempt to provide as complete as possible a map of Ottawa's social service ecosystem. This is primarily because of the limitations of available open source data. That said, it uses a proven analysis methodology applied to a variety of municipalities and regional governments from across Canada. Even with the previously stated information limitations, the HelpSeeker SIA is a comprehensive report on the current state of Ottawa's social services

ecosystem. The report includes the number of agencies, the nature of the services, the funding that supports the services and comes with needed recommendations on how to improve the relative efficacy of social services ecosystem.

The attached HelpSeeker SIA report will help the OPS and all its partners to better understand how to work together to improve social impact and social outcomes.

It is important to note that HelpSeeker's SIA was included in the Board's community consultation process for the budget and, as such, will help to inform the OPS's 2022 operating budget submission to the Board.

Ottawa Analysis

According to the HelpSeeker SIA there is an estimated \$6.8 billion per year in funding within the social services ecosystem. This translates into \$6,389 per capita investment for the nation's capital.

Government direct transfers account for over 50% of all social-related investments in Ottawa, followed by funding from charities and financial investments made by the City of Ottawa. The majority of federal grant investments into Ottawa's social safety net are made through Employment and Social Development Canada (ESDC).

Among the social-related investments made by the City of Ottawa (\$787 million), the majority of investments were directed towards Protection of Persons and Property (71%), followed by Social & Family Services (23%), then Social Housing (6%).

HelpSeeker has provided a set of recommendations that can be implemented in Ottawa to help coordinate and engage CSWB stakeholders. These include:

- Adopt a **trauma-informed approach** across CSWB stakeholders
- Conduct a **service and referral analysis** to identify OPS partnership opportunities, and align social support coverage to changes in community needs
- Use a **supply and demand approach** to identifying gaps in the social ecosystem and prioritize investment
- Develop an **integrated investment framework** by consolidating community funding and resources to support plan priorities
- Create a **Community Safety & Well-Being funders table** framework to inform decisions

- Champion the development of a transparent, **ecosystem-wide performance framework**
- Publish outcomes and services use data disaggregated to **enable equity analyses on gender, Indigeneity and race**
- Adopt a culture within OPS that **promotes effective, high-quality referrals**
- Prioritize the development of a **CSWB multi stakeholder roundtable** driven by an equality of voices and a common set of community values, with representation from lived experience and grassroots organizations
- Implement a **Community Crisis Support Line** by building on existing 911 processes and capabilities
- **Leverage call data** to identify residents that would benefit from ‘medium acuity’ wellbeing supports, to reduce incidences of victimization, crime and trauma.
- Champion collaborative OPS involvement for individuals with high-systems involvement, through **coordinated access systems for housing and the Indigenous Coordinated Access system**

City of Ottawa Community Safety Well-Being Plan

The City of Ottawa has been conducting provincially mandated public engagements on community safety and well-being for the past two years. In order to improve understanding of how local priorities and concerns identified through their consultations pertain to the OPS, data gathered through the City’s consultation is included in this report.

Table 4: CSWB Survey Demographics: Ottawa respondents		
	2020 (n=245)	2021 (n=467)
Age group		
18-24	21%	4%
25-44	39%	53%

BACKGROUND & METHOD

The proposed *Community Safety and Policing Act*, passed in 2019, but not yet in force indicates that every municipality shall prepare and adopt a community safety and well-being plan". The City of Ottawa is developing a Community Safety Well-Being (CSWB) Plan with a wide variety of local partners/stakeholders. This Plan is intended to outline strategies and actions that will improve the safety and well-being of everyone in Ottawa. Thus far, there have been two phases of community consultation, the first from March 3 to June 30, 2020, and the second from January 18 to March 5, 2021. These engagements have resulted in the identification of six local priorities: discrimination, marginalization and racism, financial security and poverty reduction, gender-based violence and violence against women, housing, integrated and simpler systems, and mental well-being.

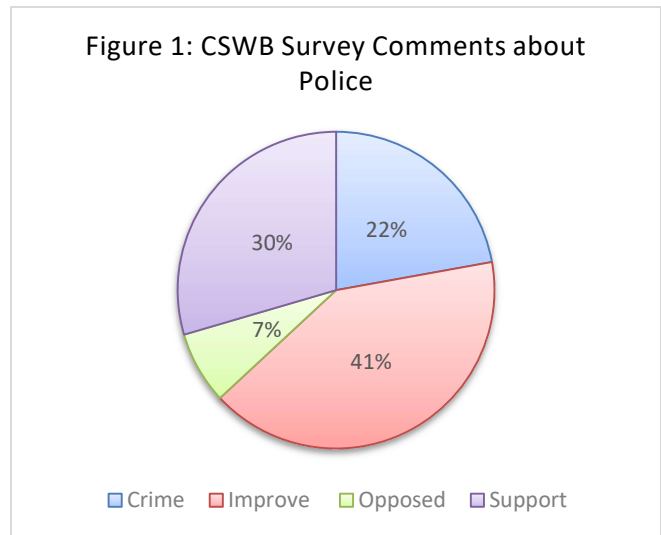
45-64	20%	24%
65 and older	11%	19%
Gender		
Male	22%	25%
Female	65%	67%
Other	3%	8%
Identity		
Person with disability	13%	17%
Person living in poverty	3%	7%

Consultations in 2020 included an online survey which was completed by 245 respondents (see Table 4), as well as an 'online story feature' through which 156 stories were shared. In 2021, the City again used mixed engagement methods, including an online survey that had 467 respondents. The summary of observations below is based upon the CSWB reports (Phase 1 and Phase 2) as well as anonymized data from the 2020 online survey and online story feature, which were shared with the OPS.

OBSERVATIONS

Priorities include the reform of existing services and institutions. Based on feedback from all the engagement activities in 2020, 8% of respondents indicated 'system change and security' is a top priority for CSWB. The priority was for stable funding for programs and services, as well as reform of existing systems and institutions. Respondents also frequently mentioned resources for community teams, community-based policing, and neighbourhood watch. Additionally, 19% of individuals who identified as racialized, 37% of those identifying as LGBTQ, and 25% of youth ranked system change and security as a top priority.

The OPS should address crime and improve service. Of the 2020 survey data shared with the OPS, there were 149 comments coded as relating to 'system change and security' and relevant to police. These can be broadly categorized as primarily addressing crime, such as calls to enforce speed limits or tackle gun violence; calling for improvements to police services, ranging from increased partnership to improved training on mental health; opposition to police, such as in calls to defund the police or remove police from communities; or as support for police, such as in calls for increased funding or increased police presence. As illustrated in Figure 1, the largest percentage of comments focused on ways the OPS could improve, while only 7% of comments called for defunding or abolishing police.



'Defund the Police' movement. Following the survey period, the City added an online story feature where participants could share their experiences virtually. The timing of this activity coincided with the death of George Floyd in the United States and the global rise in anti-Black racism, distrust of police, and calls for police defunding/abolition. Of the 156 'stories' shared with the OPS, 19 called for defunding and abolishing the police.

Increase funding for mental health and social services. In May 2021, the City of Ottawa released a 'What we Heard – Part Two' Report which reflects the second round of consultations held from January 18 to March 5, 2021. Much of the feedback in the CSWB survey called for adjustments to the police budget and reallocation of police resources to mental health and other community supports. They generally supported moving away from crime-focused solutions and diversifying public funding and resources toward social service programs, such as affordable housing and mental health services.

Environmental Scan

In support of the development of strategic directions and budget planning, the OPS regularly conducts Environmental Scans (E-Scan) to examine the range of factors that impact how policing services are delivered in the Nation's Capital.

BACKGROUND & METHOD

The purpose of an Environmental Scan (E-Scan) is to present decision-makers with information on factors that will influence how policing services are delivered in Ottawa. The intersecting factors included in this scan are political, social, environmental, economic, technological, legal, and media. Analysis has been developed in references to international, national, provincial and municipal contexts and includes references from private and public sectors, both internal and external to policing.

OBSERVATIONS

Detailed results are available in Document 3.

The greatest risk for police services is declining levels of trust and confidence.

Without public trust, the police cannot legitimately exercise their duty nor effectively deliver community policing. High-profile interventions requiring force have led to strong advocacy for police reform and budget reallocation to social services. Growing social inequity, mental health and addictions crisis, and shortages of affordable housing are contributing to a need for harm reduction strategies that address the root causes of CSWB.

Street violence is a growing concern. Across Canada and locally in Ottawa, street violence continues to escalate. Despite a decline during the height of the pandemic, shootings continue to follow an upward trend. The number of hate crimes being reported has also risen dramatically over the past five years. A dedicated hate crime unit and streamlined reporting have helped improve access for Ottawa community members. Despite the increase in reporting, the OPS is aware that this is not the complete picture and must work with partners to eliminate hate and all forms of racism.

Road safety remains a top priority for residents locally. Throughout the pandemic, the OPS received a record number of stunt-driving complaints and equally issued a record number of traffic infractions. The proliferation of mobile technology has led to a rise in distracted driving. As a country, Canada has some of the highest rates of traffic fatalities among developed nations.

The impact of the COVID-19 pandemic will continue to have a global impact for generations. In the near term, legislative requirements continue to evolve around items such as mandatory vaccination. This has an impact on the community and the human resources of the police service. The efficacy of the vaccine against future variants remains unknown. As such, the organization must remain prepared to respond with sufficient personal protective equipment to ensure member health and safety. Externally, the impact of the pandemic on employment levels, vacancy rates, crime patterns and budgets will continue to evolve.

There is a rise in electronic crime and an increase in social media-enabled misinformation. Polarization / radicalization has accelerated e-commerce and the virtual environment. The resulting growth in electronic crime has increased victimization of citizens, borderless crimes, and jurisdictional challenges. Achieving successful investigation and prosecution has also become more challenging. Lawful authority to collect the evidence needed to detect, deter, and respond to crimes needs to be balanced with the protection of personal privacy.

The OPS Member Engagement Survey

In reflecting perceptions of police services and resources required to sustain them, it is important to consider not only the views of Ottawa residents and leaders but of those working with the OPS.

BACKGROUND & METHOD

An engagement survey of OPS members was conducted from August 31 to September 18, 2020, by TalentMap, a research firm specializing in employee engagement. Fifty-six percent of OPS members participated in the survey (which is a lower respondent rate than previous engagement surveys). Results reflect input from 1,089 members, just under half of whom (48%) were Constables; 29% were civilians, 12% were Sergeants, and the rest have roles such as Inspector, Staff Sergeant, and Superintendent.

OBSERVATIONS

Detailed results are available in Document 4.

Member engagement, pride, and optimism have decreased. Overall engagement by OPS members was rated at 43%, which represents a 5-point decline since 2018. The decline in overall engagement was attributed by TalentMap to a weakening of employee

pride in telling people about being a member of the OPS (-11) and decreased optimism about the future of the organization (-5). Job satisfaction also decreased slightly from 62% in 2018 to 58% in 2020. The impact of the growing anti-police movement, critical media, etc., was indicated as having overshadowed the impact that improvements in internal dynamics and key drivers would normally have on these specific engagement items.

Progress is evident in key areas. Despite a general downward trend in engagement, the top three key drivers of engagement were Professional Growth, which was rated at 50% favourable (+2 from 2018); Organizational Performance, rated at 19% (+4 from 2018); and Executive Command, rated at 25% (+4 since 2018). Additionally, 68% indicated they felt their work “is making a difference in keeping our community safe.” Recent HR initiatives to address issues within the Professional Growth driver of engagement have included career development and more access to training, particularly with regards to sexual harassment and IDEA

Most members do not feel skills are being used effectively and efficiently. Survey results indicated only 40% feel their skills were valued and used effectively by the OPS. However, while only 34% agreed that the “OPS is providing excellent service that represents good value for money to the community,” this is a 13-point increase over 2018.

Internal factors may be driving frustration and disengagement. The majority of open-ended comments in the engagement survey pointed to internal factors as drivers of frustration and disengagement. A dominant theme among member comments was the lack of consistent accountability within the OPS, particularly in terms of disciplinary action. Other comments indicated that officers felt stretched thin and burnt out. For example:

- “Our patrol officers are burning out because we don’t have resources.”
- “Staffing shortages are not allowing investigators to resolve files in a timely manner.”
- “The city is growing and we aren’t keeping pace. We are doing more, with less. This leads to workplace burnout and performance issues across the board.”
- “We no longer provide excellent service to the public due to the fact that there are not nearly enough officers for the population it is serving.”

The OPS/OPSB Community Budget Consultation

The OPSB and OPS co-hosted a virtual Budget Consultation on September 14, 2021. The event's objectives were to inform community members of the legislative and policy obligations for the police budget; hold space for meaningful dialogue on community trends, desires, and priorities; and ensure that the OPSB and OPS are prioritizing funding, resources and initiatives in line with community needs.

The three-hour Budget Consultation event was held on a virtual platform. The event received 115 registrants representing 71 neighbourhoods in Ottawa and comprising both community members and representatives of community organizations. On the evening of the event, 56 individuals attended, and 35 participated in breakout groups. Community organizations included community associations, religious institutions, community health and resource centres, as well as agencies addressing VAW, housing and education, and those serving youth and Indigenous populations.

OBSERVATIONS

Detailed results are available in Document 5.

Variety of views about funding. Participants were invited to provide input in various ways during the consultation, such as by responding to an online poll, ranking a series of paired priorities, and voicing or typing their questions and thoughts. A poll at the start of the consultation asked participants for their views on police funding. Of the 35 participants who completed this poll:

- 56% said it was too much
- 33% described the current Budget as not enough
- 4% said it was about the right amount, and

Priorities are mental health, VAW, and community policing. Through a priority pairing exercise and subsequent discussion, participants were asked to choose their top concerns from a list of 11 priorities previously identified through community consultations. The following three priorities were rated most highly through this method:

1. Creating an alternative model for mental health responses;
2. Improving response to VAW; and
3. Expanding community policing and Neighbourhood Resource Teams (NRTs).

In breakout groups, three priority areas, in particular, generated the most discussion:

- **Alternative responses to mental health:** a common theme was that the current approach is not working. There were expressions of support for continued police engagement in mental health calls, including increased staffing and resources, particularly through an integrated model of police paired with trained mental health professionals, while other participants expressed a desire to see police disengage from mental health calls.
- **Response to VAW:** there was somewhat of a consensus that women were not adequately supported. However, as with responses to mental health, there were some who suggested the OPS needed to increase their capacity, such as by having officers with specialized training on VAW, while others wanted responses disconnected from the OPS.
- **Youth strategy:** the majority of recorded comments indicate a desire to see a youth strategy in partnership with community organizations and increased funding for community organizations engaged with youth.

Discussion on these and other priorities in the breakout sessions included a wide spectrum of views, ranging from those voicing support for existing police services, those hoping to see more cooperation and integration with community organizations (particularly with regard to mental health and youth) to those calling for complete disengagement of police. However, a vocal minority of participants indicated dissatisfaction with the consultation process and the ranking of pre-determined priorities.

Focus Groups and One-on-One Consultations

The OPS has engaged in an array of outreach methods, including focus groups and one-on-one consultations, in order to ensure broad participation amongst diverse groups. Specifically, service providers and key leaders representing these diverse groups were approached to provide input on the OPS Budget, including individuals and organizations from 2SLGBTQIA+, faith-based, Indigenous and Inuit, Black, and other racialized groups.

OBSERVATIONS

Fund initiatives that build relationships, trust and confidence. Stakeholders were clear in their request that funding of the service be targeted towards initiatives that emphasize building trust and confidence in the Service. Funded initiatives should help

remove barriers between police and communities served, address fears that some communities have towards the police, focus on prevention and diversion versus enforcement, focus on youth (in particular Indigenous, Black and People of Color youth), and result in increased outreach to new citizens. To assist in building relationships, trust, and confidence, police must begin to see themselves as part of the community, as peacekeepers and protectors of the community in its entirety, and as performing community engagement activities versus strictly enforcement activities.

Fund IDEA initiatives. There was a strong desire to ensure that IDEA training and awareness activities that encourage learning about cultures and communities continue to be rolled out. Similarly, training and awareness initiatives that address systemic and individual member racism and bias were requested. Importantly, funding adjustments should not come at the expense of the many IDEA initiatives underway and planned; some stakeholders felt that the organization is moving in the right direction in this respect and will benefit from continued community and financial support in doing so.

Fund alternate response methods and re-distribute funding to community and social services. A number of stakeholders requested that a transition to alternate response methods and/or complete or partial sharing of response responsibilities to community partners be linked to funding. The priority is for initiatives that result in new response methods for mental health and drug consumption, which may or may not include the OPS.

Further fund initiatives that prevent and help respond to hate and bias-motivated crime. Respondents from some communities continue to feel vulnerable to hate and bias-motivated crime. As such, there was a request that investments in managing and addressing hate and bias-motivated crime continue and be expanded.

Invest in continuous improvement initiatives. Some stakeholders demonstrated frustration with the inability of the OPS to learn from past wrongdoings. There was the sentiment that the service continues to make the same errors over and over again and that this is negatively impacting the trust and confidence the community has in the service. As such, there were calls for investment in continuous improvement and in organizational response to evaluations, audits, inquiries, and so on.

Continue to invest in diversifications through recruitment and hiring. On a number of occasions, stakeholders indicated that the trust and confidence of communities are

linked to the diversity of the service itself. As such, initiatives underway that encourage diversification of the service through targeted recruiting and hiring were encouraged.

Include persons with disabilities in IDEA discussions and improve accessibility.

In general, feedback from groups and individuals representing persons with disabilities indicate that OPS interactions with persons with disabilities were very positive at an organizational and individual officer level. However, there is a need for continued improvement to facility accessibility and response creativity. For example, the OPS research and investigation techniques should ensure the inclusion of the experiences of persons with disabilities. Further investment in measures that improve pedestrian safety is needed. Additionally, the OPS should develop public awareness programs since persons with disabilities are often at increased risk of becoming victims of crime. Stakeholders also indicated that having community policing, or NRTs, allows for the establishment of trust and strengthens feelings of safety amongst persons with disabilities. However, any such continuation and/or expansion of community policing service should be done in a way that allows for social workers, community service providers, and victim service providers to operate in lockstep with police officers. Finally, persons with disabilities must be included in IDEA discussions since respectful treatment of, and response to persons with disabilities is often overlooked in these programs and initiatives.

Create dedicated and integrated police services to serve businesses. Businesses and business leaders would like to see a review of services currently being provided in order to identify gaps in safety, well-being, and security, as well as potential efficiencies. There should also be an integrated and centralized dispatch and response service with the hope that such a system would ensure that all available and needed community and social services will be available to respond to the wide array of calls placed, resulting in efficiency and effectiveness improvements, and better outcomes for members of the public. Additionally, they would like to see dedicated officers assigned to business areas, particularly the downtown core.

Increase police presence in suburban areas. Non-affiliated community members and suburban stakeholders called for funding for increased police presence in the suburbs, such as through an additional police facility. In particular, there is a need to address suburban street racing.

Mayor and Councillor Survey

The OPS conducted a survey of members of Ottawa City Council and the City's Mayor in order to gauge satisfaction and trust in the Service and to identify areas for improvement. Input from these City officials was informed by feedback from their constituents.

BACKGROUND & METHOD

An anonymous online survey of Ottawa City Mayor and Councillors was conducted by the OPS in September and October 2020. Topics included perceptions of crime and public safety, as well as trust, satisfaction, and priorities in relation to the OPS. Out of the 23 members of the City Council and the Mayor, there were 15 respondents to this survey.

OBSERVATIONS

Almost two-thirds of Councillors were satisfied with or neutral towards the OPS.

With regard to the quality of service provided by the OPS, 7% of respondents were very satisfied, 36% were satisfied, 21% neutral, 14% were dissatisfied, and 14% were very dissatisfied. In other words, while the majority of Councillors indicated a neutral to a positive perception of quality of service, there was twice the number of those with an extremely negative perception than with an extremely positive one. However, regarding trust in the police, Councillors expressed more moderate to positive levels of trust; 14% said it was very high, 29% said it was high, and 43% reported moderate, while 7% said little and 7% said none.

Perceptions of police behaviour trend negatively. Reported perceptions of police behaviour were notably more negative than positive, with the plurality of responses indicating disagree/strongly disagree with statements such as 'provides the same quality of service to all citizens' (67%), 'is sensitive to the needs of different cultures' (59%), 'is sensitive to the needs of individuals suffering from mental health issues' (59%), and 'enforces the law consistently' (58%). However, 58% of respondents agreed that police make decisions based on fact, which is the only category of positive behaviour for which over half agreed/strongly agreed. One respondent in the Mayor and Councillor survey called for defunding the police.

Many Councillors wanted increased police presence. In open-ended comments, there were multiple suggestions to increase police presence and visibility, particularly

with regards to road safety, and to improve how police respond to the community and build trust with citizens.

Consultations with City Officials

The OPS has been engaging in consultation with members of the Ottawa City Council in order to understand their needs, concerns and priorities, as well as those of their constituents.

The first set of online video consultations took place from May to July 2021; the second set began in September 2021 and is ongoing. To date, OPS executives and members of the Finance and Audit Working Group have consulted with 11 Councillors.

OBSERVATIONS

Traffic is a dominant concern across City wards. In response to a question about priorities for OPS service delivery in their ward, traffic (including speeding, stunt driving, and dangerous driving) was a nearly unanimous concern (9 of 11 Councillors thus far). Other concerns included a lack of police presence and the need for more street patrols, theft and vandalism.

Diversity of views on the direction for the OPS. When asked about the overall direction for policing in Ottawa, the Councillors expressed a diversity of views similar to what has been seen in other consultations. While some advocated for a focus on 'core policing,' such as addressing crime and crime prevention, others suggested the 'old way of policing is not working anymore,' and focus should be directed toward diversion and new approaches to mental health. However, several Councillors advocated for community engagement and partnerships.

A majority of Councillors are supportive of the OPS. Of the 11 Councillors consulted thus far, eight are supportive of the OPS, one is not supportive, and two are undecided. However, only four clearly indicated a preference for a 3% Budget increase, and two for a 0% increase/freeze; the rest indicated they were still undecided.

Consultations with Diverse Communities

Throughout the year, the OPS uses a combination of community engagement and mobilization approaches to understand the complexities of diverse communities in Ottawa. The OPS embarked on numerous strategies to demonstrate a commitment to community policing as a means of improving community well-being, safety, and

security. These include joint problem identification, analysis, response, and evaluation. This work is dependent on meaningful dialogue and collaboration with community members, groups, organizations, and community leaders.

BACKGROUND & METHOD

Through the facilitation of the Respect Values and Inclusion Directorate (RVI), OPS members have participated in numerous discussions, meetings, and community committees that address issues and concerns of various communities, including Black, Indigenous, and other marginalized, diverse, and underserved communities.

Inputs and support have been received from hundreds of community groups, such as Communauté Congolaise du Canada (CCC), Canadian Institute for Conflict Resolution (CICR), Burundi Community in Ottawa, Ottawa Nigerian Association, United For All, Canadian Somali Mothers Association, Somerset Street Chinatown BIA, Middle Eastern & Asians Youth, Community Equity Council (CEC) Leadership, African Canadian Association of Ottawa, City of Ottawa – Human Needs Task Force and the Royal Ottawa Hospital.

OBSERVATIONS

Numerous engagements have informed understanding of existing community priority initiatives and programs, including, but not limited to, an alternative mental health response strategy and commitment to Truth and Reconciliation, as well as improvements to training, hate crime reporting, and service response to VAW files.

Engage with youth. Community consultations demonstrate the need to understand and negotiate with Aboriginal youth stakeholder demands, as well as the urgent need to build relationships of trust between Black youth and police and address the alarming number of violent deaths of young black men and youth. Communities also call for the co-creation of activities and initiatives to deter youth from crime.

Improve policing tactics and performance. Communities repeatedly call on the police to address and minimize the use of excessive force. They would also like the police to better address mental health needs and adopt a trauma-informed approach to mental health calls.

Foster engagement, collaboration, and partnership. There is a need for collaboration and partnership between the community and police. Communities would

like to see meaningful engagement embedded in the OPS business strategy. They would also like to see the OPS invest in strategies that will allow police and the community to collaborate on eliminating gun violence and tragedies.

Address racial profiling and hate incidents, and engage better with racialized communities. Communities call on the OPS to address racial profiling, Islamophobia, anti-Semitism, anti-Black racism, anti-Indigenous racism, homophobia and overall systemic racism. They would like to see better reporting of hate incidents to the OPS and statistics on hate incidents provided back to the community. There were also calls to better leverage the OPS Asian members; recognize and utilize their linguistic skills, cultural competencies, and community networks to improve services to the Asian community.

The OPS Social Media Review

The OPS uses several tools to gauge social media reactions to OPS operations. Zensity is a cross-channel insights and analytics platform the OPS uses to ensure all corners of the community are heard through publicly available digital commentary and interactions. Other tools include Hootsuite, TweetDeck, and platform-derived statistics (stats taken directly from social media platforms).

OBSERVATIONS

Overall, there is not a large volume of online engagement regarding the OPS Budget relative to other topics. Between August 1 and October 10, 2021, Zensity identified 5,690 online interactions concerning the OPS Budget (accounting for 4% of all police-related discourse during that time). The analysis found that survey and community consultations accounted for nearly half (41%) of the discourse surrounding the OPS Budget. The remaining 59% of Budget-related posts were mostly tweets highlighting City Council meetings and City Councillor policy stances.

Public safety dominates topics in social media interactions about the Budget.

During the reporting period, several topics were prevalent, but public safety was the most dominant (3,655 interactions). Police were mentioned in 94% (3,429) of interactions about public safety. Other topics noted during the reporting period included social services (430 interactions), community (132 interactions) and violence and crime (204 interactions).

IDEA, training, police misconduct, and increased hiring are other frequent topics. Some of the commentary expressed online included community interest in the following issues:

- Increasing the diversity of the OPS to better reflect the City’s multiculturalism.
- Implementing more robust training and personnel standards, particularly regarding mental health awareness and sexual harassment.
- Eliminating the police’s suspended pay policy for officers accused of misconduct or who are under investigation.
- Hiring more officers, including auxiliary officers.

In addition to words like police, OPS, and Ottawa Police, words commonly used within the public posts included:

- | | | |
|--------------|------------|-------------|
| • Budget | • Survey | • Crime |
| • Community | • Officers | • Report |
| • Complaints | • Health | • Resources |
| • Services | • Calls | |
| • Defund | • Increase | |

Public Delegations at OPSB Meetings

Public delegations are welcome at all monthly OPSB and Committee meetings and are a key part of the ongoing OPS and OPSB public consultation. Delegations represent alternative viewpoints, concerns of communities and are key contributors to ongoing enhancements to OPS operations and strategy. Input provided has been greatly beneficial during the OPS Budget consultation process.

Between January and September 2021, nearly 60 unique delegates presented in person to the OPS and OPSB. As some delegates presented on more than one occasion, approximately 95 delegate presentations were delivered during this time. This excludes written delegate submittals, which were also considered as part of the overall 2022 budgeting exercise.

OBSERVATIONS

Matters addressed by delegates varied; however, there were four identifiable themes that were communicated regularly and with relevance to the budget consultation process. These are as follows:

Budget freeze and/or defunding of the Service. The majority of delegates appearing before the Board during the past year have voiced concerns about any further funding increases for carceral systems or approaches, including policing. They would rather see funding reallocated to community-based services and upstream solutions that better address prevention and the root causes of community safety issues. They expressed wanting to de-task police by removing responsibilities that could be better addressed by other service providers, particularly calls for service relating to homelessness, addiction, and mental health. They described the role of police as mainly reactive and argued that other community services were better equipped for proactive supports. Delegates also raised concerns about policing having adverse and harmful impacts, particularly on racialized communities. Finally, some delegates cited the police Budget as being the reason for inadequate funding of many community and social services. The majority of delegates called for freezing the Budget and for human resources reductions; another significant portion called for reducing the OPS Budget.

Budget growth and/or adjustment of budgeting priorities. A small number of delegates requested that the 2022 Budget be increased or reallocated in a way that allows for increased police presence and/or expansion of specific initiatives. For example, some delegates felt that a budget freeze or reduction might compromise the expansion of Neighbourhood Resource Teams (NRTs) beyond their current operating areas or damage efforts made to date to develop relationships with those in Indigenous and Inuit communities.

Feedback regarding the budget consultation process. Delegates raised concerns regarding the budget consultation process itself. In particular, there was concern with the speed of the consultation process and its accessibility to all elements of the community. Some felt that the process was too condensed, targeted particular demographics and communities, and would not allow for a holistic community response. Other delegates expressed concerns with transparency and inclusion of feedback.

Alternate response models and partnerships. A significant number of delegates addressed the need for improved harm reduction techniques and for transitioning response from that of enforcement to that of care. Some delegates questioned the

potential of the OPS to create an effective Mental Health Strategy specifically; others expressed a desire to see OPS responses to certain scenarios minimized or stopped and replaced with community-based alternatives and social services.

Public input via email correspondence. As part of this year's Budget consultation process, and for the first time, the OPS invited community members to submit open-ended email feedback. Though there were less than a dozen emails received, the email input was of value and contributed to the broader consultation plan.

OBSERVATIONS

Emails were carefully reviewed and considered as part of the consultation process. In general, they centred on two key themes:

Correspondents call for improved return on investment. While freezing of the budget was noted in one instance, much of the email input focused on return on investment. Correspondents indicated that attention should be paid to efficient and effective use of taxpayer dollars. They expressed concern that despite previous increases to OPS funding, their perception is that there has been an increase in overall crime, as well as a perception of an increase in violent crime.

The OPS should develop an integrated approach to community safety and security. Among email correspondents, there was consensus on the need for alternative response models and/or increased reliance on partnerships with community agencies and social services when responding to mental health and substance abuse situations.

Discussion Section B: Ongoing Projects and Consultations

The OPS is committed to ongoing consultations with the public, knowledge sharing with other agencies and organizations, and initiatives to increase understanding of residents' concerns, needs, and expectations. This includes partnering with external research organizations and subject matter experts in order to develop evidence-based best practices to achieve community safety. Additionally, the OPS is committed to ongoing investment in the priorities laid out in the 2021 Change Budget.

The OPS has been listening and learning from the community to deliver needed organizational change. This relates to how the Service thinks and works. Several human resource-related programs, policies and processes are being reviewed with

sustained efforts to improve internal culture to make the OPS more equitable, inclusive, and diverse. This is being accomplished within closer collaboration with the community to design and co-produce policing services that CSWB for all.

This section of the report begins with a Progress Update on the eight priorities in the OPS Approach to Change. This is followed by an overview of the Community Safety Knowledge Alliance, an initiative that is being implemented in order to foster a more robust understanding of perceptions of police by Ottawa residents and of possibilities for growth.

The OPS Progress Update

The 2021 Change Budget prioritizes building the foundations and evolving the capabilities needed to position the OPS to shape and transform its internal culture and service delivery model. The key areas of growth were determined directly in response to calls for change from the community. These areas were designed to allow the OPS to focus on an Approach to Change over the next three years – challenging, developing, and evolving how we think and work.

The OPS continues to make progress on the 8 Change Budget priority items, initiating the work that will continue in the future and will support a meaningful partnership between the police service and community partners and agencies:

- 1. Advancing Community Policing:** The OPS is evolving and expanding the NRTs. NRTs are the cornerstone of positive working relationships between community and police, with the focus on joint issue identification and solutioning to improve the well-being and safety of a particular neighbourhood, ward, or sector. The OPS is working towards the expansion of NRTs beyond Ottawa's urban core by introducing an NRT team in both suburban and rural areas by the end of 2021. The expanded NRTs will work with local residents to build trust, integrate services, prevent and solve crimes, all the while working in and with the community to improve CSWB. In addition, the OPS has introduced a new CSWB Branch, which will lead the build and the development of a cohesive and integrated approach to policing, community, and city services under the core principles of CSWB. This cohesion is key to evolving the future of policing and achieving what the Service, OPSB, and community are demanding.

- 2. Mental Health Strategy:** In 2021, the OPS initiated the coordination and development of a Mental Health Guiding Council. This Council, which has now been transitioned to the City of Ottawa's CSWB for management and coordination, will design and implement a whole-of-community/city approach to responding to persons dealing with mental health and addictions issues. Through a dynamic approach to community consultation and co-production, partnerships with mental healthcare and addictions professionals, community-based organizations, police, academics, and those with lived experience, this is the beginning of a holistic, multi-dimensional response strategy to mental health in Ottawa.
- 3. Gender-Based Violence & Violence Against Women:** Reporting incidents of VAW is critical to identify suspects and determine crime trends. We understand the difficulties and barriers to victims of sexual violence coming forward to police, and the OPS will always respect a victim's wish to pursue or not pursue the investigation. The VAW Community Strategy and Workplan continues to move forward with staffing plans on hiring an additional three full-time employees dedicated to VAW. As always, community supports and resources are available to victims by contacting the Ottawa Police Victim Support Unit.
- 4. The De-Escalation/Use of Force/Dynamic Entry Report:** Various reviews have been sanctioned as a result of concern over certain policing tactics and protocols, such as dynamic entry. The Service has reviewed these techniques through the lens of duty of care, public trust, and CSWB and has adjusted certain protocols accordingly. The Dynamic Entry Report has been released. Work on a De-Escalation Academic Review is underway and will be produced by a Carleton University Research Team in 2022.
- 5. IDEA:** There has been an increased focus on organizational training relating to IDEA and on building cultural competencies. The OPS continues to make meaningful progress on several fronts. In addition to the training, the Service has secured an IDEA Senior Coach to work with the Senior Leadership Team to observe internal dynamics and provide individual coaching. The OPS will be launching a series of training over the course of the year to the entire membership. To date, OPS members are actively learning through the Indigenous Cultural Awareness courseware released in August 2021. In addition, Anti-racism training and Anti-black racism training are expected to be designed in

Q4. We have engaged Diversi Pro to assist in this work and the results will be incorporate in the final report November 3, 2021.

- 6. Improving Member Support and Wellness:** Improving the wellness, health, and safety of our members is vital in ensuring our members are coming to work mentally, physically, and emotionally fit to provide quality service to our community. The OPS is responding to our members' concerns and to the health and wellness trends associated with working in a policing environment, both from an external and internal perspective. Within the Service, the OPS added four new positions to the Health, Safety & Wellness section during Q1. Plans are also being developed to build a new Wellness Self-Service Portal that will serve as a single conduit for wellness supports for access by members, retirees, and their families. A joint initiative between the OPS and the OPSB was launched in early 2020 to focus on addressing sexual violence and harassment in the workplace. This initiative will produce recommendations on a service-wide strategy and development of a process framework for managing and responding to sexual violence and harassment at the OPS in order to eliminate workplace harassment and sexual violence misconduct and ensure an organizational culture of openness and high standards for professional and equitable policing exists. As part of this work, the Service and the OPSB jointly led the introduction of a pilot with a 3rd party, Rubin Thomlinson, a Canadian law firm specializing in addressing workplace and institutional investigations and assessments. The pilot will test an intake complaint and investigations process. The future state of this new process, which will include recommendations by Rubin Thomlinson, is expected to be brought to the Board in late fall for approval, with implementation to start in 2022.
- 7. Developing our members:** The Service understands the instrumental role that leaders, managers and supervisors assume in day-to-day operations and when leading significant change. The 2021 Change Budget, along with subsequent budgets that focus on transition and transformation, require the commitment, ownership and abilities of leaders and managers to guide their respective teams. To enable and support our leaders, managers and supervisors, the Service has focused on developing their skills and competencies, so they can effectively lead our members. To support this, a Leadership Training Audit (Sworn) was completed in April, and plans have been established to train supervisors at all

ranks throughout 2021 and into 2022. To augment all members' learning and development capabilities, the OPS introduced the Degreed learning platform in Q2 for use by both Sworn and Civilian members.

8. **The Intelligence-Led Policing and OPSOC:** A re-design initiative will see the completion of a thorough review and assessment of the existing Central Command Centre (OPSOC) and the development of a robust implementation plan that will provide the OPS with an executable plan to implement the next iteration of OPSOC; the completion of two Intelligence-Led Policing pilots, and an intelligence-led policing (ILP) implementation plan that will enable the OPS to mature its ILP practices; as well as a re-organization of key functions and activities across the OPS.
9. **Workplace Sexual Violence and Harassment -** In March 2020, OPS and OPSB partnered to develop a Joint Strategy on workplace sexual violence and harassment. The SV&H adopted an inclusive and collaborative approach for this project. Over 120 people, representing OPS members civilian and sworn (from all ranks), external community partners and experts, have been working collectively over the course of last 18 months to develop a service-wide strategy and plan to restore, prevent and respond to issues related to harassment and identify current systemic barriers that contribute to these issues. The Project set up key working groups to build out the approach and future state and leveraged focus groups to validate and further evolve the direction. This included a Core Working Group- representing civilian, sworn members from across the service and also includes representation from the PSB; an Internal Advisory Group- representing civilian and sworn members and an External Advisory Group (EAG) is comprised of 16 Community Professionals leading change in sexual violence, harassment, and gender equality within their respective organizations.

Community Safety Knowledge Alliance

Established in 2015, the Community Safety Knowledge Alliance (CSKA) is a progressive Canadian-based non-profit policing think-tank that aims to support police services' evolving requirements in this emerging era characterized by the practice of collaborative community safety. The CSKA distinguishes itself by building customized inter-disciplinary teams with the expertise and knowledge to respond to complex requirements and by operating with low overhead and closer to the speed of business than academia or government.

The CSKA partnership provides independent hands-on advice, organizational development support, and research on a variety of strategic and tactical issues as they continue to work with others in adapting and shaping the emerging practice of collaborative CSWB. CSKA will work with the OPS to conduct community-based research, knowledge mobilization and provide strategic advice and support.

CSKA is making recommendations to improve efficacy of NRT/ Neighbourhood Policing strategy using evidenced best practices from around the world.

CONSULTATION

Consultation with the community and public stakeholders does not stop after the Draft Budget is tabled. There is an ongoing commitment by the OPS and its leadership to engage with community members, diverse communities, and stakeholders to ensure that their needs, concerns, and priorities are addressed. To this end, once the Draft Budget is tabled, the OPS will launch the following public consultation efforts:

Public survey on Draft Budget. The OPS will launch a brief, open-link survey on its website through which members of the public can answer questions about the Draft Budget and provide open-ended inputs on its contents. This survey will be promoted through social media and earned media. It will be available from November 3-20, 2021. Findings from this survey will be included in OPS presentations to the Board on November 22, 2021.

Targeted outreach. OPS staff and executives will engage in targeted outreach to ensure that key Indigenous, Black and People of Color stakeholders and diverse communities are able to provide input on the Draft Budget.

FAC meeting. Will be scheduled in November.

Public consultation at the OPSB meeting: An additional opportunity for public consultation is on November 22, 2021, during the regular meeting of the Board. On that date, through an online meeting, formal consideration, review, and approval of the 2022 Budget will occur.

City Council will review and approve the Draft Budget Estimates on December 8, 2021.

CONCLUSION

The OPS implemented an extensive Budget Consultation plan as per the directive of the OPSB. The plan included a range of diverse data collection methods and emphasized

seeking and obtaining feedback from diverse communities, particularly those which are racialized and marginalized.

The diversity of data collection methods, and the extensive effort to reach out to racialized and diverse communities, have proved extremely beneficial. This Budget Consultation process has garnered input and engagement to an extent never realized before. This has improved our understanding of the diverse and complex needs of the communities we serve and will be key drivers moving forward.

In total, the Budget Consultation process included five surveys with over 8,000 combined participants, as well as community forums, small group discussions, one-on-one conversations, delegations, and emails. Additionally, we draw on research using AI, system analysis, social audits, and E-Scans.

Consultation does not stop here. The OPS will continue to reach out to individuals, organizations, and networks to further understanding of their concerns and priorities.

The views and opinions expressed herein are those of the individual attendees of the consultation and do not necessarily reflect the views of the collective represented at the event, their respective organizations, the Ottawa Police Service, [the Ottawa Police Services Board](#) or the City of Ottawa. This report is intended as a summary of the discussions held at the consultation and captures the comments, as recorded by table hosts or on the participant worksheets, to be used as a working document to inform future discussions and action by the Ottawa Police Service and its stakeholders.

SUPPORTING DOCUMENTATION

- Document 1: OPS/OPSB Public Survey
- Document 2: Advanis Police Service Benchmarks 2021: Ottawa PS Focus
- Document 3: Environmental Scan
- Document 4: OPS Member Engagement Survey
- Document 5: September 2021 Community Consultation

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