

**Report to / Rapport au:
OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

25 August 2023 / 25 août 2023

**Submitted by / Soumis par:
Executive Director, Ottawa Police Services Board / Directrice exécutive,
Commission de services policiers d'Ottawa**

**Contact Person / Personne ressource:
Krista Ferraro, Executive Director / Directrice exécutive, and/et
John Steinbachs, Executive Director of Strategy and Communications / directeur
exécutif stratégie et communication
SteinbachsJ@ottawapolice.ca**

SUBJECT: STRATEGIC PLANNING CONSULTATION SUMMARY REPORT

**OBJET: RÉCAPITULATIF DE CONSULTATION SUR LA PLANIFICATION
STRATÉGIQUE**

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 May 2023, the Ottawa Police Service (OPS) followed directions from the Ottawa Police Services Board (Board) to implement a robust, multi-faceted consultation strategy to support the development of the Board's Strategic Plan.

The goal was to improve the Board and Service's understanding of the complex needs of the community and to also help guide the development of strategic priorities.

The intent of all consultation efforts has been to engage with the public, foster transparency and accountability, and work toward rebuilding public trust. The consultation approach for the Strategic Plan is consistent with the requirements of the new

Community Safety and Policing Act (2019) and aligns with current municipal and provincial legislation.

Consultation and data collection processes were developed with input from the Board and community groups, including the Community Equity Council (CEC), to ensure that Ottawa's diverse communities could help the Board determine its strategic direction.

The consultation included three online surveys with more than 3,600 combined participants; demographic and sentiment analysis from third-party polling and data analytic companies; community forums; small group discussions; analysis of media coverage and social media; an environmental scan; and one-on-one consultations. The findings from these extensive consultations with residents, partners, and other stakeholders are summarized in this report to inform the development of the 2023-2026 Strategic Plan and 2024 draft budget.

DISCUSSION

This report summarizes key themes from multiple data collection processes (e.g., environmental scans, crime statistics, neighbourhood demographics) and consultations (e.g., surveys, focus groups, interviews). The various data collection techniques were used to generate a comprehensive portrait of the City of Ottawa, its diverse neighbourhoods, and its crime and public safety context. Consultation processes emphasized inviting widespread input as well as seeking feedback from racialized and marginalized communities.

The first section provides an overview of the input from various sources to highlight key insights in three areas:

- 1) Ottawa and its neighbourhoods;
- 2) Crime and public safety; and
- 3) The Ottawa Police Service.

The second discussion section provides summaries of each of the data collection and consultation processes. Those full reports, with detailed findings and analysis, are attached as supporting documents to this report.

The contributions of community groups, residents, City Councillors, OPS members, associations, BIAs, stakeholders, Indigenous community leaders, religious leaders, community service providers, partners, and other community leaders are critically important inputs into the strategic planning process. This consultation stretched across the city to include rural, suburban and urban areas and took into account conversations and feedback received throughout the year. Additional direct and enhanced outreach was focused towards Indigenous, 2SLGBTQQIA+, racialized, and faith-based communities.

These consultation and information-gathering processes have been critical to understanding what residents seek from their police service and what matters to them when it comes to community safety.

Community and Trust

There are consistent community themes of more, different, and better service. There are calls for change and improvement to better reflect and meet the needs of a growing and increasingly diverse community.

According to the feedback received, the OPS requires new approaches for responding to requests for service which involve social issues, mental health, and addictions. A great deal of work has already been accomplished in this regard, including work on the Alternative Service Delivery Strategy being developed by the City's Guiding Council. The Board and Service have been asked by City Council to assist in supporting this initiative by seeking grant funding from the Solicitor General.

Feedback received also reflected that residents want to ensure that the Service is able to continue to effectively manage large events and demonstrations. New operational readiness approaches must be taken to ensure that OPS can respond to all hazards, including those created by climate change. The Service must maintain that readiness to ensure that these incidents can be safely managed.

Consistent positive feedback has been received regarding the Neighbourhood Resource Teams (NRT). Comments around the NRTs also suggest the teams are often being required to fill gaps in service and pulled away from their respective areas, reducing their ability to respond to community concerns.

The operational priorities of traffic safety (road, cycling, pedestrian and active transportation safety), violence against women and gender-based violence, hate and bias crime, and street crime and violence (guns/drugs) remain major concerns for residents.

Community Policing

One size does not fit all when it comes to rural, suburban, and urban neighbourhoods. Customized policing strategies that centre on community policing and problem-oriented policing strategies are needed. These strategies must focus on district policing that examines the importance of addressing the unique and specific needs of different communities, demographics, and geography, and highlights opportunities to bolster crime prevention through flexible and adaptive problem-solving strategies. A discussion on a new district policing model is needed to ensure that local-level issues can be responded to and addressed more effectively and promptly.

Members

The OPS has effective, hard-working members who are supported by the community. They are facing an uptick in demands for service on files with increasing complexity, while dealing with issues like burnout and staffing shortages. They need stability, greater internal and operational support, and investments to ensure that they are able to meet community demands – now and into the future. Long-term strategies are needed to improve workplace culture and stabilize and sustain operations in areas of staffing, internal processes like promotions, and finance.

Modernization

The OPS must address emerging trends of cybercrime and embrace new technologies that make policing more effective. Improvements are also needed in information management and cyber security. Ensuring effectiveness and transparency through data must be a key part of this process.

The OPS also requires modernization efforts focused on stability and sustainability to help support staffing, finance, and operations. Investments and actions focused on Equity, Diversity and Inclusion (EDI) will also be critical to proactively effecting positive change externally in service delivery and internally among members.

CONSULTATION OVERVIEW

As a composite, this package offers a nuanced understanding of the City of Ottawa and its diverse communities; crime trends and priority safety concerns; as well as perceptions of the Service from the public and from OPS members. These perspectives provide quantitative and qualitative data to support the Board in developing its Strategic Plan.

Ottawa and its Neighbourhoods

With slightly over one million residents, Ottawa is currently the fourth-largest city in Canada by population. Environics data shows that about one-third (30%) of Ottawa's residents are visible minorities; with a quarter being recent immigrants. In the aggregate, the people of this City are more highly educated, have higher incomes, and are more politically engaged than the provincial average. Residents also assess themselves as having generally good physical and mental health at higher levels than other Ontarians. Ottawa residents show moderate levels of confidence in the police, the federal government, and the justice system. In general, there are higher levels of trust and confidence in neighbourhoods on the outskirts of Ottawa's core, while in the urban core these levels are lower.

However, while the population is relatively healthy and affluent overall, there are rising socio-economic disparities at individual, community, and neighbourhood levels. High

inflation rates and shortages in affordable housing worsen these inequalities. About nine percent of Ottawa households are under the low-income measurement after tax (2021).

Crime and Public Safety

According to Advanis, most Ottawa residents (79%) feel safe walking alone after dark alone. Only 15 percent of people worry about crime most or almost all the time, and even fewer respondents have been victims of personal or property crime in the past year. However, less than half (46%) of the respondents to the online OPS Community Survey indicated they were satisfied with their safety and almost two-thirds (64%) of residents, and 10 of 14 City Councillors, indicated a belief that community safety has decreased in the past three years. OPS data show that the crime rate in 2022 increased by 16 percent compared to the previous year, and the violent crime rate increased by 4 percent.

Within Ottawa, calls for service have increased by 23 percent, year to date (YTD), compared to 2022.

Regarding crime and public safety concerns, road safety continues to be the leading issue for Ottawa residents. This feedback has been reflected in all consultation inputs. Last year there were more than 15,000 motor vehicle collisions, up from 10,809 in 2021. Over half of the 23 motor vehicle collision fatalities last year involved vulnerable road users such as pedestrians (10), motorcyclists (2), and one cyclist. The OPS Traffic Services Unit has been developing new strategies to address road safety and improve information sharing across the organization. The issue of improving road safety continues to be a top area of recommended investment among respondents to the OPS Community Survey, suggesting further work is still needed.

While road safety is a widely shared concern across the City, through direct community engagement, OPS members hear a broad range of concerns that reflect heightened vulnerabilities within certain Ottawa neighbourhoods. For example, Neighbourhood Resource Team (NRT) officers engaging with residents in disadvantaged neighbourhoods hear concerns about drug dealing and drug-related violence, property crimes, human trafficking, and apartment takeovers. Consultations showed that improvements to community policing at the ground level will enable police to better understand and respond to unique needs within the neighbourhoods we serve.

Ottawa Police Service

According to Advanis polling, over half of Ottawa's residents (57%) say that the OPS is doing an excellent or good job. Their polling results show that 60 percent of respondents agreed that police were effective in resolving violent crime, and 63 percent agreed that police respond quickly to calls for assistance. More than two-thirds (69%) of the

respondents to the OPS Community Survey indicated they trust the police, an increase of 20 percent from the last OPS Community Survey in 2020.

According to Statistics Canada, Ottawa is in the lowest third of ‘cop to pop’ ratios among Ontario municipalities serving populations greater than 100,000 residents. In consultations with OPS leadership and members, understaffing is a dominant concern. A widely shared perspective within the organization is that the OPS needs to prioritize stabilization, which includes sustained funding that will enable the Service to deliver on its priorities, adequate staffing to meet demands and address member burnout, an effective deployment model, and a renewed focus on member well-being. Job satisfaction among OPS members has been trending down for years, with burnout and fatigue being key factors.

While it is not surprising that OPS members hope to see an increase in staffing, it is notable that respondents to the Community Survey also indicate a desire for increased police presence in the city. Increasing police presence and visibility was the most frequent recommendation in response to several OPS Community Survey questions. This includes how to improve quality of service, how to continue building trust, and what should be top priorities for the Board and the Service. In neighbourhoods with NRTs, community members indicate that increased visibility should involve proactive enforcement of nuisance crimes, particularly regarding drug and alcohol consumption in public spaces, and patrolling problem locations known for criminal activity. Officers are also encouraged to spend more time engaging with community residents and having meaningful conversations.

Mirroring a national trend, Ottawa residents and their Councillors want to see a continued investment in alternative approaches to mental health and addictions. A third of Ottawa residents polled by Advanis believe that the police are sensitive to the needs of individuals experiencing mental health challenges. Over the past year, mental health professionals, the OPS, the City, and community stakeholders have been working in partnership to develop a safer alternative response program and secure provincial and federal funding. Prioritizing the implementation of this program would be consistent with many of the findings from several consultation processes.

CONSULTATION SUMMARIES

The following section summarizes the key themes identified from each consultation input. Full reports are attached as supporting documents to this report.

Advanis Police Service Benchmarks 2023: OPS Focus

Advanis is an independent market research company that conducts national public opinion surveys, using random sampling methods on the topics of crime, personal safety, and perceptions of police (see Supporting Document 2).

Based on the Advanis results, the overall perception of the OPS is statistically the same in 2021 and 2022, with 57 percent reporting good or excellent. That is, the percentage of citizens who said that the OPS is doing a good or excellent job is not statistically different from previous years.

There have been improvements in several areas: the perception that the OPS makes decisions based on fact, increased trust in the Service, and the OPS is good at enforcing the law and ensuring public safety and security at public events.

The top areas of concern are equity, working with public stakeholders, preventing crime, and assisting victims. The top priority identified is reforming the OPS, though a lower percentage of citizens suggested it in 2023 (35%) than in 2022 (48%).

In 2023, there has been a significant increase in residents' perceptions of the amount of crime: 54 percent feel crime has increased. However, there have been no changes in the percentages of those who feel unsafe walking alone in their community after dark, worry about crime, or say someone in their household has been a victim of personal, property, and financial crime in the past year.

OPS Environmental Scan

As the world experiences large-scale economic and societal changes, police services also continue to face new challenges at the global level. The OPS engaged Lansdowne Technologies to prepare an environmental scan (e-scan) for the Board's strategic planning process (see Supporting Document 8). Core themes identified through this scan include opportunity, trust, innovation and technology, collaboration, compassion, and safety.

Canadian society is looking for a commitment by police about major social drivers such as reconciliation, equity, diversity and inclusion, homelessness, and mental health and addictions. Meaningful and effective collaboration between social services and the police offers societal solutions that are compassionate to the needs of the community but continue to require police commitment both 'downstream' through enforcement and 'upstream' through prevention.

Lansdowne's report echoes results from other data collections in that it identifies road safety, guns and gang violence, and gender-based violence as priority concerns for residents. The OPS must demonstrate competency and effective performance at all levels of policing to address these issues. Employee wellness, including physical health, mental clarity and focus, and resiliency, are key factors in building these competencies.

Additionally, it remains important for policing to keep on top of technological innovations and developments as they continue to be leveraged by criminal elements, in addition to providing important supports for police operations.

Police Statistics and Benchmarks

This section provides quantitative data on police statistics and benchmarks. Selected measure of police performance has been included (Ex. crime rate, crime severity, clearance rate). Ottawa's results have been benchmarked with the national and provincial averages, including municipalities in Ontario serving populations greater than 100,000 residents. The information is drawn from the Statistics Canada Uniform Crime Reporting (UCR) survey and Police Administrative Survey. Also included are year-to-date statistics on crime, traffic, and police-related data to provide a snapshot of current results (see Supporting Document 9).

Across the country, the national crime rate has risen 9 percent over the past decade to 5,668 incidents per 100,000 population. The crime rate in Ontario (13%) and locally in Ottawa (15%) grew faster than the national level.

The Crime Severity Index (CSI) considers both the volume and the seriousness of the crime. In 2022, Ottawa's Crime Severity Index increased by 12 percent compared to the previous year. Despite the increase, Ottawa's crime severity index is among the lowest third of Ontario municipalities with populations over 100,000.

Drawing from data available through Statistics Canada, policing costs are increasing across Canada. The overall rate of police strength in Canada has continued its decade-long decline. With a sworn complement of under 2,000 officers for a city of over one million people, Ottawa has 133 officers per 100,000 population.

So far, in 2023, the volume of crime continues to rise in Ottawa (+8%). This is driven by increases in both violent and non-violent offences. There has been a 30 percent increase in shootings, with 47 recorded. Traffic complaints (+6%) and collisions (+35%) have risen, while the number of tickets handed out has declined (-6%). Hate and Bias motivated crimes continue to rise (+14%).

This increase in crime statistics is concerning. It is clear that, given the current staffing complement, the OPS will struggle to keep pace with preventing, responding to, investigating, and bringing resolution to these matters, whether through diversion or criminal charges. The police response to these incidents will not improve without a stabilization of staffing, including an increase in officers, an improved service delivery model that includes a district approach, and increased community engagement.

Environics Analytics Community Report

Environics Analytics is an independent data analytics company that was engaged by the OPS to provide an examination of key demographic, values, and social indicators such as population, housing, diversity, health, and trust (see Supporting Document 3).

To inform strategic discussions, the OPS asked Environics to address three key objectives:

- 1) Describe Ottawa's demographics, social values, and key community-related highlights;
- 2) Analyze and provide insights on trust and confidence in Ottawa neighbourhoods; and
- 3) Provide implications and key findings.

Environics data show a reasonable level of trust and confidence in the institutions that serve Ottawa's citizens. One key insight is that the longer people have lived in their neighbourhoods, the more likely they are to know and trust each other.

A second key insight is that the desire for active government and institutions seems related to the overall feeling of personal security. Neighbourhoods with high trust and confidence do not seem to want much government help in resolving social issues. The inverse is also true, such that people with low personal security seem to have a heightened desire for help from the government and institutions like the police. Thirdly, accountability and transparency seem to be important to Ottawa residents, both among those who want and those who don't want more police involvement in their community.

Internal Member Needs Survey

An internal members' needs survey was distributed within the organization in July. Over 600 respondents (less than one-third of members) answered questions about OPS strengths, weaknesses and priorities, as well as questions designed to assess satisfaction and engagement (see Supporting Document 6a). Additionally, internal consultations were held throughout the months of June and July with Executive Command, Senior Leadership Team, Employee Resource Groups, the Ottawa Police Association, the Senior Officers Association, the Patrol Advisory Group, the Staff Sergeant/Sergeant Advisory Group, Duty Inspectors, and several civilian member focus groups (see Supporting Document 6b).

The vast majority (98%) of survey respondents indicated that supporting members is extremely important. Building trust with the community and modernizing the workforce were also top priorities. Most OPS members find their work rewarding and report having the support and resources they need, but less than half are satisfied with their jobs overall. Many report wanting more professional development opportunities. There is a strong

sense of team spirit within individual work units, but OPS members do not see this reflected across the organization. Over a third of respondents recognize the organization's efforts to build relationships with external stakeholders, and almost two-thirds believe their work makes a difference in keeping the community safe.

During the internal consultation sessions (interviews and focus groups), stabilization emerged as a key theme. Participants suggested that stabilization efforts should include: sustained funding to deliver on priorities; adequate staffing to meet demands; an effective deployment model; and a renewed focus on member well-being. Emphasis was placed on improving the recruitment process and addressing team member retention.

Community Needs Survey

To gather input from community members, the Board and the OPS launched an online multilingual Community Survey from July 1 to 27, 2023. The survey received input from over 3,000 respondents, representing diverse stakeholders, residents, community groups, and members. Although it was not randomized nor scientific, it is a key input as it enabled members of the public to provide direct input (see Supporting Document 4).

Almost half of the survey respondents indicated satisfaction with their personal safety. When asked what issues the OPS and Board should prioritize, gun/gang violence and road safety were among the most frequently named priorities.

Just over one-third of respondents (34%) reported satisfaction with service delivery by the OPS, higher than responses in the 2020 OPS Community Survey (27%). More than two-thirds (69%) indicated moderate to very high levels of trust in the police. This is 20 percent higher than respondents reported in 2020 (49%). The OPS was evaluated most positively regarding ensuring public safety at public events and responding to emergency calls.

When asked what investments the OPS should prioritize, an alternative model for mental health response was the most frequently identified priority, followed by community policing and traffic safety. When asked what type of interactions people most appreciate, the most frequently identified areas related to partnership and community engagement.

Increasing staffing and police visibility was among the most frequent recommendations in response to several questions, including how to improve quality of service, how to continue building trust, and what should be the top priorities for the Board and the OPS. However, fostering and demonstrating accountability was also a key theme in terms of building trust and addressing social disorder, especially in the downtown core.

Community Outreach Engagements

Throughout the year, multiple sections within the OPS conducted consultations and outreach with diverse groups across the city (see Supporting Document 7). These OPS sections include Neighbourhood Resource Team (NRT) officers within the Neighbourhood Policing Directorate (NPD), Strategic Partnerships and Engagement (SPE) within the Respect, Values and Inclusion (RVI) Directorate, as well the Diversity Relations and Resource (DRR) and Youth units. Consultation and outreach included one-on-one engagements, large-scale initiatives (such as the annual Human Rights Learning Forum), and other community-consultation efforts.

Feedback from residents indicates that the role of NRT officers is crucial to community safety and well-being. Engagement with faith-based and marginalized communities helps to enhance trust and foster stronger relationships. This is bolstered by collaborating with the DRR and Youth units, which have members specially trained in youth issues and cultural outreach and awareness. Equally important is developing a proactive approach to key areas of concern within communities, such as drug-related and hate-motivated incidents and violence.

Through the various SPE-led consultation efforts, restoring trust and building community relationships must be top priorities for the OPS. This will involve regular meetings between the OPS and community leaders, more officer engagement at the neighbourhood level, and expanded engagement, such as through online communication and new programs. Effort is needed to address the rise in hate-motivated crimes and to enhance relationships with the 2SLGBTQQA+, faith-based, and marginalized communities.

Ottawa Mayor and Councillors Survey

The OPS and the Board distributed an online survey to the Mayor and City Council to obtain feedback regarding community safety and well-being, quality of service, public trust and investments. The survey was available throughout the month of July with 13 respondents (see Supporting Document 5).

Only six respondents indicated they were satisfied or very satisfied with the quality of service provided by the OPS. However, most respondents (9/13) reported that the quality of service delivered by OPS had improved over the last three years, and 10 Councillors reported moderate to very high trust in the police. Five Councillors indicated their personal level of trust in the police had increased during the last three years.

Regarding community safety and well-being, 10 Councillors suggested that crime has increased in the last three years across the city. They expressed particular concerns regarding traffic safety and vehicle thefts, addiction- and drug-related occurrences, mental

health, gun and gang-related violence, and occurrences of hate crimes within Ottawa and their Wards.

Social Media Report

Social media continues to be a key communication tool for the OPS (see Supporting Document 10). The OPS' communications and social media content is a mix of proactive and reactive public safety messaging, news releases, major event communications, enforcement results, and good news.

In the past year, there have been 16.9 million social media interactions with the Service's online accounts. These interactions peak during major events like the Public Order Emergency Commission's public hearings, the derecho storm, demonstrations, and fatalities. The overall percentage of conversations involving the OPS is mostly neutral (82%). There were approximately two million positive interactions, representing 12 percent of overall interactions and twice the number of negative interactions (6%).

Chief's Report

Since taking command in 2022, Chief Eric Stubbs has been actively engaging with members of the community throughout the city's rural, suburban, and urban neighbourhoods. The focus of these discussions has been to build partnerships, trust, and understanding. The Chief has conducted consistent outreach with the Indigenous community, including: visits to Kitigan Zibi to meet with community leaders, attending numerous Inuit events, and discussions with the Ottawa Aboriginal Coalition and the Wabano Centre for Aboriginal Health. This ongoing outreach includes discussions with Mosque leaders, and discussions with the Jewish, Sikh, South Sudanese, Congolese, Somali and Lebanese communities. These engagements represent the diversity of the city.

Chief Stubbs is also meeting with City Councillors in each Ward. This will continue in September. Key themes in those discussions are the need for more police visibility and a focus on their specific neighbourhood needs and priorities, such as traffic, auto theft, and disruptive behaviour in urban areas.

Chief Stubbs has also been engaging with our partners in public safety, community services, school boards, hospitals, and other institutions to build common understanding and identify opportunities to work together.

All of this has resulted in several key themes: Most people want a more visible presence of police in their specific areas/neighbourhoods; they want to work with the OPS; hate-motivated incidents are a priority; and homelessness/addictions/mental health is a massive issue that the OPS needs to address with other community partners. Alternative

models for delivery must be explored and delivered. Auto theft and traffic and road safety also rank high in importance to communities.

Chair's Report

Through July and August, Board Chair Dr. Gail Beck met with a diverse range of stakeholders on behalf of the Board to gather feedback to inform the 2023-2026 Strategic Plan (see Supporting Document 1). Stakeholders included representatives from the CEC, the OPS' Youth Advisory Committee (YAC), the Community Safety and Well-Being (CSWB) Advisory Committee, and representatives from organizations providing services to vulnerable populations. Key themes included: the need for partnerships, engagement, and dialogue between the OPS and the community; the desire for increased visibility of police in the community outside of enforcement activities; the call for increased transparency and accountability; the need for support for those experiencing hate and intimate partner violence; and the need for more upstream investments to address social issues.

Public Delegations

The Board accepts public delegations at all its monthly meetings. These are opportunities for residents to express their points of view directly to the Board. There was increased participation at Board meetings when reports from the Public Order Emergency Commission (POEC) and the City's Auditor General were released.

During 2022 and into 2023, the Board received delegations from several participants, including 15 unique delegations and nine recurring delegations (those presenting at two or more meetings). Delegation topics included:

- Gender-based violence
- Racism and over-surveillance in marginalized communities
- Hate-motivated incidents
- Mental health services and policing
- Traffic safety concerns
- Conducted Energy Weapons (tasers)
- Recruitment process for OPS Chief
- Police complaints process
- Public safety concerns in the ByWard Market
- Budget process:

- South Facility expenditures
- Requests to redirect police funding to social services.
- Access and process for delegations at Board meetings

The Board also heard from delegates about lived experiences in interactions with police, including concerns about police surveillance, the use of body cameras, violence against women, and mental health response.

CONSULTATION

Following the completion of the consultation phase for the strategic planning process, the Board, in collaboration with the Chief, will begin the process of developing and drafting a Strategic Plan. This Plan will reflect the feedback received through these numerous consultations and data collection processes while also meeting the requirements of the Police Services Act (PSA).

A multi-step process will guide the Board's strategic planning. To support this work, the Board has hired Sheff Consulting to facilitate the planning process, owing to the firm's expertise in strategic planning, stakeholder consultations, and past work experience with the Board and its members.

The strategic planning process will be bookended with community engagement efforts. Stakeholders have provided input that will inform strategic planning, they will also be able to review the draft plan to ensure it reflects their contributions. To this end, a copy of the draft Strategic Plan will be posted publicly on the Board and the OPS websites for review. Feedback will inform further refinement of the plan. The draft Strategic Plan will also be shared directly with participants in focus groups and one-on-one consultations.

Recognizing the varied expertise and experience of the Board members and to ensure maximum opportunity for individual Board member input, a series of small focus group discussions will take place. After completing the first round of focus group discussions, a draft summary report will be created to consolidate the input from those discussions. The summary report will be presented during a second round of focus group discussions, where the draft Strategic Plan will be developed and prepared for the final phase of community consultation.

This process is similar to the city's approach to developing its Strategic Plan and the involvement of City Councillors in the planning process.

SUPPORTING DOCUMENTATION

- Document 1: OPSB Chair Dr. Gail Beck's Outreach
- Document 2: Advanis Police Service Benchmarks 2023: OPS Focus

- Document 3: Environics Analytics Community Report
- Document 4: Community Needs Survey
- Document 5: Ottawa Mayor and Councillors Survey
- Document 6a: Internal Member Needs Survey
- Document 6b: Internal Member Discussions
- Document 7: Community Outreach Engagements
- Document 8: Environmental Scan
- Document 9: Police Statistics and Benchmarks
- Document 10: Social Media Report
- Document 11: OPS 2022 Annual Report

CONCLUSION

Public safety is everyone's responsibility and is best managed with direct input from the people the OPS serves and protects; decisions about policing priorities warrant a whole-of-community approach. The expansive consultation process undertaken by the Board and the OPS demonstrates a commitment to engage with the public and seek multiple perspectives, particularly from diverse communities. This will help to ensure that decisions around allocating resources and co-developing new public safety strategies are rooted in the self-identified needs of various communities.

The consultation phase has employed previously used methods such as open online surveys and focus groups targeted to historically marginalized, vulnerable, and underserved communities. It also leveraged a range of new tools – including the Chair's consultation sessions, internal focus groups, and ground-level feedback from residents through our NRTs and SPE unit. This will enhance the Board and Service's understanding of the priorities of the community, identify the context in which the Service operates, and promote the well-being of members.

The Board will be able to leverage the data from the consultation process to develop its Strategic Plan, align its priorities with the City's CSWB plan, and support the draft 2024 budget process.