

A close-up photograph of an Ottawa Police officer's uniform. The officer is wearing a dark blue jacket with a white shirt and tie. On the left chest, there is a silver police badge with a crest and the words "OTTAWA POLICE". On the right chest, there is a large blue patch with a white border. The patch features the word "POLICE" at the top, a central crest with a red and white shield and a yellow laurel wreath, and the word "Ottawa" at the bottom. The background is blurred, showing other officers in uniform.

Command Team

Strategic Planning 2023-2026

PURPOSE

- Support the Board in developing its 2023-2026 Strategic Plan
- We are actively engaged in this process and committed to operationalizing the results
- Offer the Command Team's observations to help guide the discussions



- Comprehensive engagement, research and information-gathering approaches from diverse perspectives in multiple languages and platforms
- Chair and Chief one-on-ones with community/councillors/members
- Community engagement through meetings, conversations, feedback surveys and other info gathering
- Additional outreach included meetings with community leaders/residents by Deputy Chiefs, Superintendents, Strategic Partnerships & Engagement, NRTs
- Internal member engagement through direct conversations, survey, and other feedback tools
- Summary of key statistics and benchmarks
- Scan of our current environment/best practices



COMMAND TEAM OBSERVATIONS

- Incredible, hard-working membership, frustrated with staffing shortages/burnout
- High degree of support from the community
- Consistent community theme of **more visibility, new delivery approaches, and better service**
- Relationships matter. Continue building trust, especially where there are challenges/fractures.
- Calls for service up significantly, increased complexity of files
- New and emerging public safety trends
- Sustainable resourcing needed to meet expectations
- Better info management/modernization needed
- Cultural change – how we treat each other
- Increasing risks to community safety



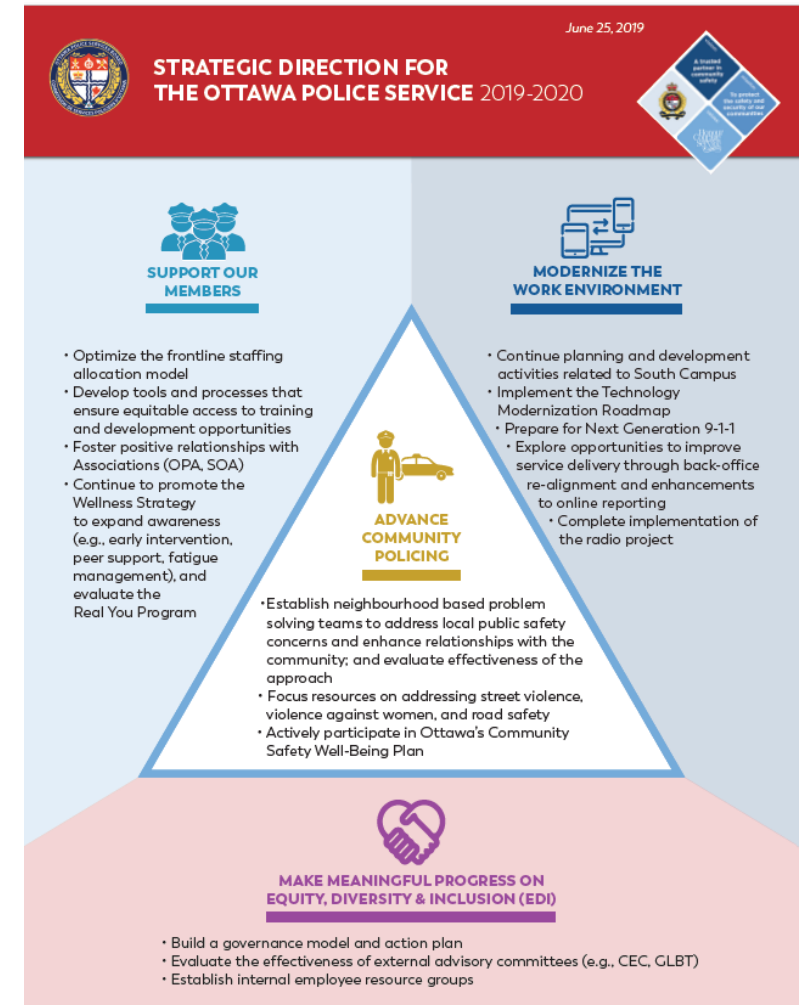
KEY IDENTIFIED FEEDBACK



- **Rural vs suburban vs urban:** One size does not fit all. Need a tailored/collaborative approach to encourage community engagement. Impacts on major events/demonstrations on city-wide operations.
- **Trust Matters:** We have heard from residents on the need to build better relationships with marginalized, vulnerable and negatively impacted communities and partners. Includes work to rebuild trust with the community after the 2022 unlawful protest. Continue to work with partners (CEC, PIA, Guiding Council, United for All, Ottawa Aboriginal Coalition). We need to work on trust within OPS membership.
- **Developing New Models:** Specific need to develop new approaches to social issues, mental health and addictions, homelessness, and service to other vulnerable populations with our partners.
- **Key Operational Issues:** Traffic, VAW, Gun Violence, Hate Crimes, Youth, Operational Readiness (for all hazards, disasters, climate change).

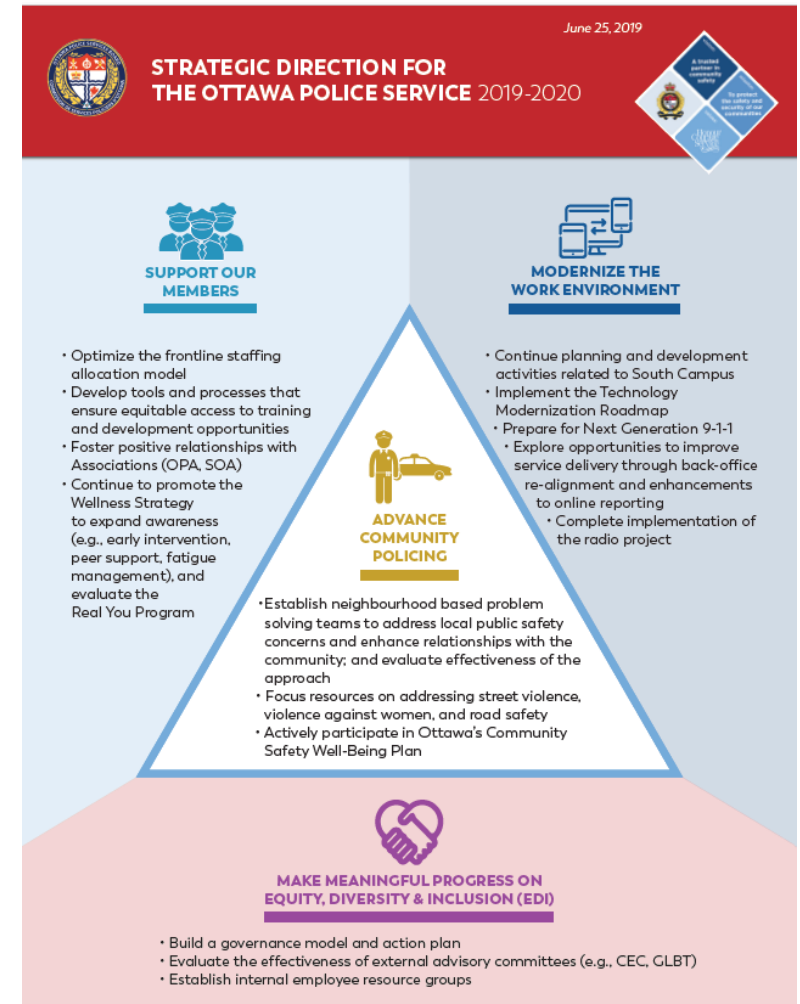
ADVANCING COMMUNITY POLICING

- **District Policing Model:** Develop model to improve police response in rural, suburban, and urban neighbourhoods to meet unique demands.
- **Enhanced Community Engagement:** Reset our engagement program to ensure a strategic approach.
- **Operational Readiness:** To respond to all hazards (disasters, climate change).
- **Alternative Response Model:** New police approach to mental health/addictions, homelessness, and other vulnerable populations.
- **Operational Priorities:** Traffic, VAW, Gun Violence, Hate Crimes, Youth.



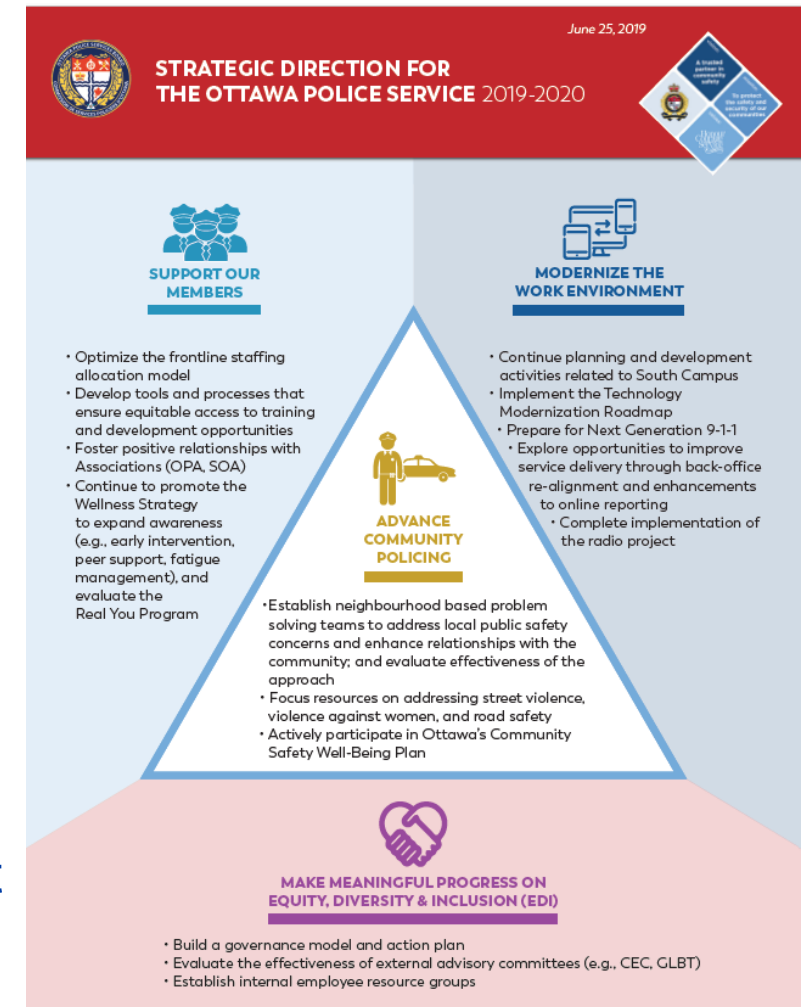
MODERNIZING THE WORK ENVIRONMENT

- **Cybercrime:** Increase abilities and adopt new policing technologies.
- **Enhanced Technology:** DEIMS, body worn cameras.
- **Enhance Cyber Security:** Information management and cyber security are continually updated/improved.
- **Greater Transparency:** More effectiveness/transparency through data.
- **Changing Work Environment:** Implement more progressive workplace policies, procedures, and solutions for the new workplace.

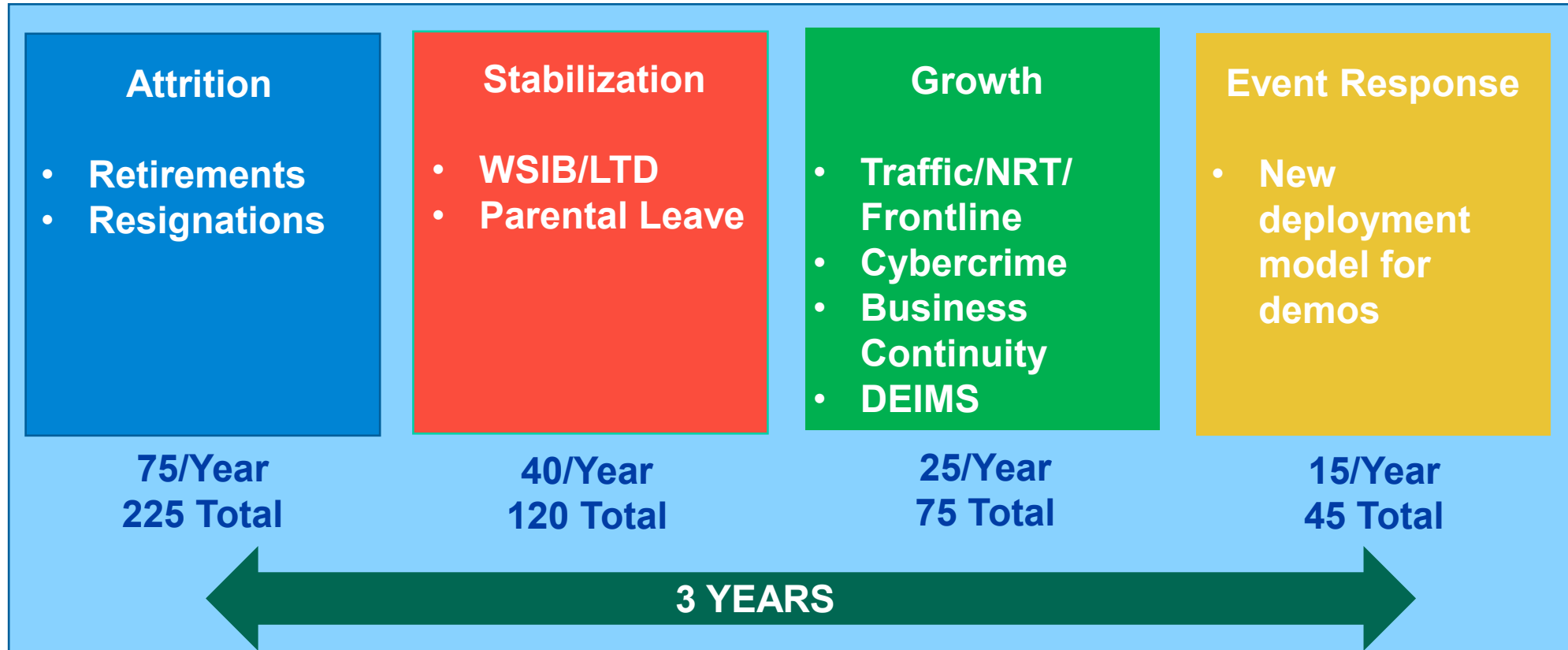


SUPPORTING OUR MEMBERS

- **Stabilize staffing:** Hire new members, effectively leverage current resources. Continue to remove barriers to increase representation and inclusion.
- **Improved HR processes:** Ensure Human Resources policies support promotions/transfers/acting assignments, development, and EDI principles.
- **Succession/Career Planning:** Job rotations, skill enhancement, employee engagement, and member development.
- **Culture Change:** Continued progress on the Safe Workplace Program, and ensuring every member is safe, supported, and valued for their unique skills and experiences.
- **Wellness:** New wellness and resiliency approaches that reflect modern challenges of policing.



CIVILIAN AND SWORN STAFFING STRATEGY



Grant Funding for additional positions will vary each year and will be over and above the numbers shown herein.

STAFFING STRATEGY: FINANCIAL IMPLICATIONS

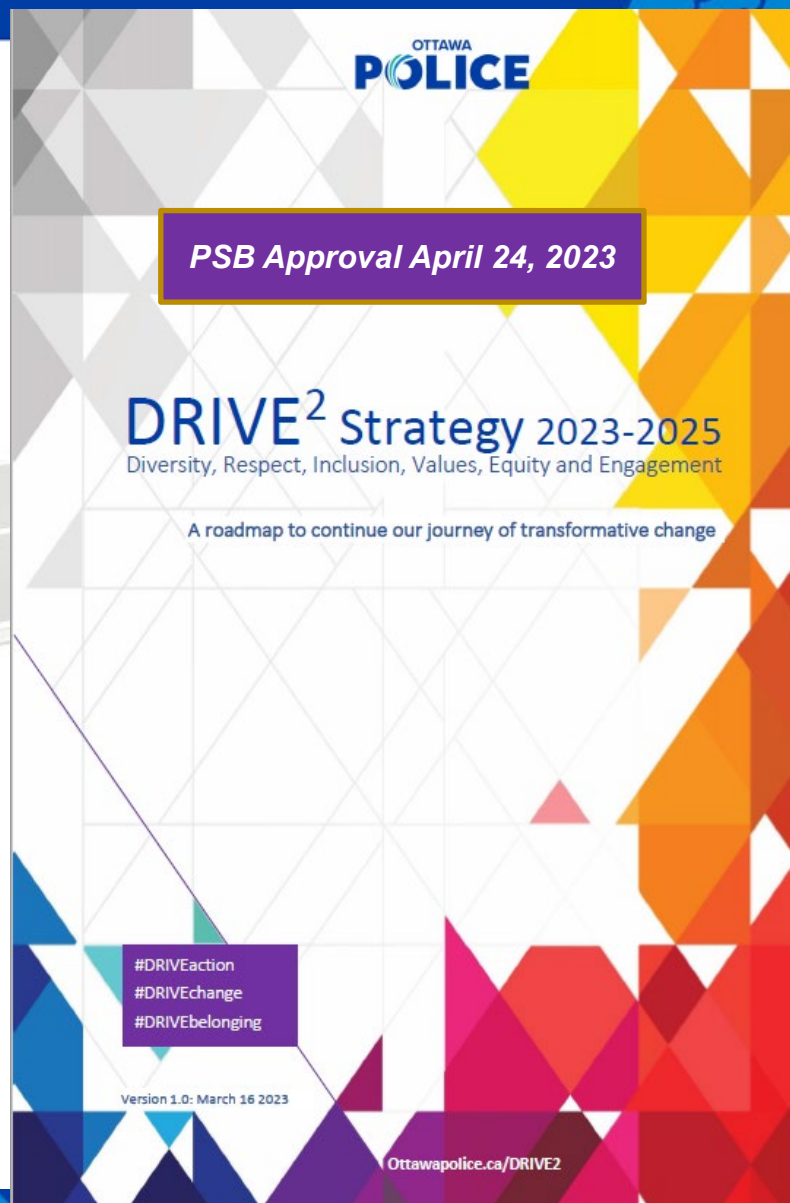
	2024	2025	2026
Sworn Staffing Strategy	115	115	115
Over Comp	30	30	30
Total	145	145	145

	2024	2025	2026
Civilian Staffing Strategy	40	40	40
Total Sworn and Civilian	185	185	185

Year	Cost	Budget	Variance	Tax increase forecast	% Tax Increase
2024	2,263,750	2,310,000	46,250	3%	-
2025	4,815,667	3,985,000	(830,667)	3.2%	0.2%
2026	6,098,750	4,025,000	(2,073,750)	2.8%	0.5%
2027	4,654,833	1,680,000	(2,974,833)	2.6%	0.8%
Total	17,833,000	12,000,000	(5,833,000)	-	1.5%

EQUITY, DIVERSITY & INCLUSION – DRIVE²

The DRIVE² Strategy is the roadmap to continue our journey of transformative change that we seek for each other and the communities we serve.

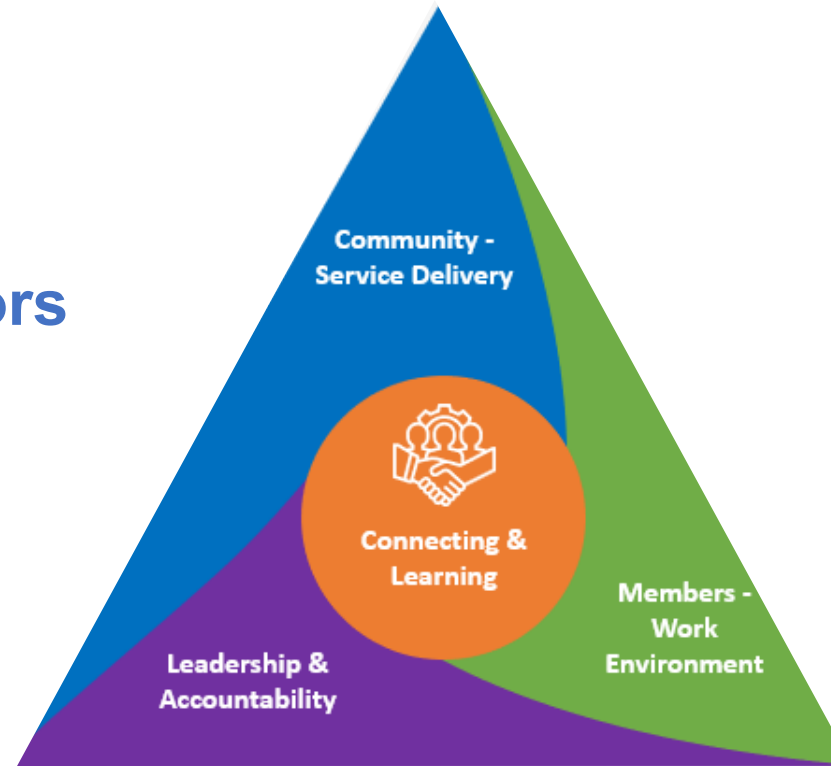


Diversity
Respect
Inclusion
Values
Equity
Engagement

COMMUNITY & MEMBER ENGAGEMENT

Together we will improve safety, well-being, and belonging for our police and community members:

- ✓ Four Focus Areas
- ✓ Over 30 Action Items
- ✓ Key Performance Indicators
- ✓ Continuous Learning
- ✓ Course Corrections
- ✓ Global Diversity Equity Inclusion Benchmarks
- ✓ Meaningful Engagement – Relationship-Based



CONCLUSION

- A trusted organization that treats everyone with fairness and respect.
- Promotes community safety through effective district policing service, modernization, and partnerships.
- Stabilizes staffing, finance, operations.
- Addresses the needs of our members and supports them in their work.
- Supports all members and promotes equity, diversity and inclusion in the community.
- **Always strives to improve**





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