



**OTTAWA POLICE SERVICES BOARD**  
**COMMISSION DE SERVICES POLICIER D'OTTAWA**

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

# BOARD STRATEGIC PLAN: FINAL DRAFT

November 27, 2023

Presentation by Chair Dr. Gail Beck, on behalf of the Ottawa Police Services Board

# BACKGROUND



- **May 2023:** Board approval of consultation and information gathering strategy to support the development of the draft strategic plan and 2024 draft budget.
- **July 2023:** Board receives update on strategic planning process and consultation strategy.
- **August 2023:** Board held a special meeting to receive the results of the consultation and information gathering that took place in support of the strategic plan and budget.
- **August-September 2023:** Board held facilitated focus groups with Executive Command to start drafting the strategic plan.
- **October 2023:** Draft Strategic Plan presented publicly for further consultation, prior to adoption.
- **November 2023:** Focus groups held to refine the language and incorporate consultation feedback into final draft for approval.



# Strategic Direction 2027

A trusted partner in building an inclusive, equitable and safe Ottawa

Enhance  
Community Safety

Build Trust  
Through Strong  
Partnerships

Equity, Diversity, and  
Inclusion - Strengthen  
our Commitment to  
Human Rights

Advance & Support a Resilient  
Thriving Membership

# GOALS FOR PRIORITY AREA: EQUITY-DIVERSITY-INCLUSION - STRENGTHEN OUR COMMITMENT TO HUMAN RIGHTS



Deliver culturally sensitive services that address varied member and community concerns.

Build trust in all communities, with a focus on Indigenous, 2SLGBTQQIA+, Black, faith-based, and additional racialized and marginalized communities through a commitment to mutually developed solutions.

Support diversity and inclusion within the workforce by respecting the individual skills and experiences of every employee and providing equitable access to opportunities.

Continue to evolve our culture through best practices, measurements and inclusive internal processes.

# GOALS FOR PRIORITY AREA: ENHANCE COMMUNITY SAFETY



Develop a community policing model that is (more) responsive to unique geographical and community priorities.

Work with partners to deliver alternative responses that address root causes of crime and disorder, in alignment with the City's Community Safety and Wellbeing Plan.

Modernize the use of technology and data to enhance community safety, operations and equity.

# GOALS FOR PRIORITY AREA: ADVANCE AND SUPPORT A RESILIENT THRIVING MEMBERSHIP



Stabilize the workforce by appropriately staffing the Service.

Invest in OPS member wellness.

Cultivate a workplace where Members feel valued and morale is high.

# GOALS FOR PRIORITY AREA: **BUILD TRUST THROUGH STRONG PARTNERSHIPS**



Work with community partners to support effective service delivery and promote better outcomes.

Engage with the community and act on feedback, inspired by proven solutions and successful best practices.

Improve communication and openness around our people, activities and processes.

# TURNING STRATEGY INTO ACTION

- Operationalizing the plan by defining strategic **actions** aligning the police services' efforts toward collective goals.
- Identifying performance indicators to monitor progress, treating the plan as a living document for continuous adaptation.
- Aligning budget investment priorities with other initiatives to narrow focus.
- Ensuring that action plans are resourced and sequenced appropriately to ensure successful execution for the duration of the strategic plan.

# STRATEGY OVERSIGHT

- Present draft action plans and metrics to the Board at the Policy and Governance Committee.
- Finalize the full plan, including indicators and action plans by the end of Q1 2024.
- Ongoing semi-annual reporting on progress and evolving risk landscape to adapt to changing conditions.

THANK YOU