

Report to:

OTTAWA POLICE SERVICE BOARD

24 March 2025

Submitted by:

Executive Director, Ottawa Police Service Board / Directeur Exécutif, Commission de service de police d'Ottawa

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SUBJECT: 2024-2027 STRATEGIC PLAN UPDATE: OBJECTIVES AND INDICATORS

OBJET: MISE À JOUR DU PLAN STRATÉGIQUE 2024-2027 : OBJECTIFS ET INDICATEURS

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board:

- 1. Approve the attached strategic objectives and associated key performance indicators, for incorporation into the Strategic Plan 2024-2027.**
- 2. Direct the Executive Director, in collaboration with OPS, to finalize the strategic plan no later than May 2025.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de service de police d'Ottawa:

- 1. Approuve les objectifs stratégiques et les indicateurs de rendement clés ci-joints, en vue de leur intégration dans le Plan Stratégique 2024-2027.**
- 2. Instruise le Directeur exécutif, en collaboration avec le SPO, de finaliser le Plan stratégique au plus tard en mai 2025.**

BACKGROUND

The Ottawa Police Service Board's 2024-2027 Strategic Plan was initially approved following extensive community consultations led by Chair Beck in 2023, involving numerous stakeholders such as the Community Equity Council, youth groups, community safety representatives, legal advocates, and various community groups addressing equity, violence against women, seniors, mental health, racialized communities, faith groups, and 2SLGBTQI+ communities.

With the coming into force of the *Community Safety and Policing Act* (CSPA) on April 1, 2024, new legislative requirements necessitated a detailed review and revision of strategic plans by Police Service Boards across Ontario. The Act mandates specific, measurable, outcome-oriented objectives and Key Performance Indicators, significantly heightening the rigor required for strategic accountability and performance measurement. The Board recognized the imperative to align the existing strategic plan, initially developed prior to these changes, with this new legislative framework. This adaptation ensures compliance with provincial standards, enhances transparency and accountability, and strengthens community trust through clear, results-focused policing objectives.

DISCUSSION

To address these legislative requirements, the Board undertook a thorough review and revision process. This involved a comprehensive review and synthesis of community feedback received in 2023 to ensure continued responsiveness, as well as a review of more recent community data, including a community survey launched by the Board and OPS during the summer of 2024, the Advanis Police Benchmarks 2024, and a ward -by-ward analysis of community safety and public trust conducted by Environics in 2024.

Following the retreat, the Board office, working closely with OPS staff, translated the Board's strategic objectives into practical, operationally viable KPIs. This stage involved consultations with OPS experts to evaluate the feasibility of each KPI, considering data availability, reliability, and practicality. Appropriate data sources were identified, existing data collection methods were validated, and responsibilities for ongoing data collection

and monitoring were clearly assigned in collaboration with OPS. However, it should be noted that some KPIs have been established but require the development of new data collection streams. For example, the member engagement survey will be implemented to gather essential data to track objectives under the Thriving and Resilient Membership pillar of the strategy.

The preparation of a strategic performance dashboard is in its final stages. This dashboard will leverage the OPS Community Safety Data Portal, further enhancing transparency and accountability in monitoring progress against the strategic objectives.

CONSULTATION

The Strategic Plan 2024-2027 was initially developed based on comprehensive consultations with a broad range of community stakeholders. These consultations provided valuable insights that informed the original strategic objectives and priorities adopted in November 2023. During the 2024 review, the Board revisited and analyzed the extensive community feedback gathered in earlier consultations, in combination with more recent community data, ensuring continued alignment with community needs.

The strategic objectives approved during the Board's strategic retreat on November 17, 2024, were developed through a collaborative process involving Board members and the OPS Executive Command team. Input from OPS Executive Command ensured operational feasibility. Subsequently, the Board office developed relevant KPIs, working closely with OPS.

FINANCIAL IMPLICATIONS

The adoption of the strategic objectives and KPIs is critical as they provide a framework for the Ottawa Police Service's budgeting and resource allocation processes for the duration of the Strategic Plan. By clearly defining outcome-oriented objectives and performance metrics, the plan ensures resources are strategically aligned to deliver the greatest impact and effectiveness. Approval of this framework facilitates informed financial planning, prioritization of initiatives, and transparent reporting on expenditures relative to community priorities.

CONCLUSION

The Board office has opted to present these strategic objectives and KPIs for formal approval ahead of the finalization of the full Strategic Plan 2024-2027. This approach ensures immediate alignment with legislative requirements and enables the Service to begin operational implementation and performance monitoring without delay. The

approval of this foundational framework not only provides OPS with clear strategic direction but also serves as an anchor for the Board's oversight and quality assurance functions, ensuring accountability and reporting against clearly articulated strategic priorities and metrics.

Upon approval of the strategic objectives and KPIs, the Board office, in collaboration with OPS, will complete and present the comprehensive Strategic Plan for Board adoption no later than May 2025. This will include a Dashboard leveraging the OPS Community Safety Data Portal.

SUPPORTING DOCUMENTATION

Document 1 – 2024-2027 Strategic Plan (as of November 2023)

Document 2 – Strategic Objectives and Key Performance Indicators