

OPSB Strategic Plan – Strategic Objectives

Strategic Direction Theme	Objectives*	KPIs
Enhance Community Safety	<ul style="list-style-type: none"> • Maintain safety and order at public events and gatherings. 	<ul style="list-style-type: none"> • Number of public events and gatherings • Number of participants at public events and gatherings • Number of arrests during public events and gatherings • Number of use-of-force during public events and gatherings • Number of substantiated public complaints regarding police conduct during public events and gatherings.
	<ul style="list-style-type: none"> • Reduce crime and improve traffic safety in accordance with neighbourhood needs, particularly regarding: gangs and firearms, violent crime, property crime, intimate partner violence, hate crime, victimization and traffic fatalities. 	<ul style="list-style-type: none"> • Crime Severity Index (CSI) • Number of offences re: <ul style="list-style-type: none"> • gangs and firearms • violent crime • property crime • intimate partner violence • hate crime • re-victimization • traffic fatalities • overall crime
	<ul style="list-style-type: none"> • Achieve 80% community satisfaction with OPS 	<ul style="list-style-type: none"> • Perceived level of satisfaction the public has with police services in Ottawa • Perceived level of satisfaction the public has with police services in Canada (as a benchmark)

Strategic Direction Theme	Objectives*	KPIs
	<ul style="list-style-type: none"> Improve organization efficiency, particularly regarding: quicker response times by neighbourhood, improved weighted clearance rates, reduced impact of prolific repeat offenders, and increased diversion of non-criminal calls to non-police agencies 	<ul style="list-style-type: none"> Weighted clearance rate Perception of quick police response P1-P4 Police response times Number of offences by repeat offenders Number of hours of officer time spent on non-criminal calls
	<ul style="list-style-type: none"> Create a plan for sustained adequate and effective policing in Ottawa 	<ul style="list-style-type: none">
Build Trust through Strong Partnerships	<ul style="list-style-type: none"> Improve public trust with OPS in each District 	<ul style="list-style-type: none"> Public trust of police by Ward
EDI – Strengthen our Commitment to Human Rights	<ul style="list-style-type: none"> Improved equality of treatment by OPS, as publicly reported, especially pertaining to racialized persons 	<ul style="list-style-type: none"> Public satisfaction with overall job of OPS by race, gender, and sexual orientation. Public perception of police exceeding their authority (including excessive use of force) by race, gender, and sexual orientation. Public perception of equality of treatment by police, by race, gender, and sexual orientation.

Strategic Direction Theme	Objectives*	KPIs
	<ul style="list-style-type: none"> • Improved proportionality of discretionary traffic stops and use of force with Black, Indigenous, Middle Eastern and other racialized persons • Improved reflection of community • Diversity within the OPS membership 	<ul style="list-style-type: none"> • Proportion of visible minority and Indigenous populations within the jurisdiction, as determined by independent demographic data sources. • Number of both traffic stops and use of force with black, indigenous, middle eastern and other racialized persons • Proportion of visible minority and Indigenous persons within OPS by sworn ranks and civilian occupational categories. • Proportion of traffic stops involving Black, Indigenous, Middle Eastern, and other racialized individuals. • Proportion of use of force incidents involving Black, Indigenous, Middle Eastern, and other racialized individuals.
Advance & Support a Resilient Thriving Membership	<ul style="list-style-type: none"> • Improve OPS members' morale, job satisfaction and attendance 	<ul style="list-style-type: none"> • Percentage of OPS members who report favourable job satisfaction by race, gender, and rank • Percentage of OPS members who report favourable morale by race, gender, and rank
	<ul style="list-style-type: none"> • Fully implement the Staff Stabilization 	<ul style="list-style-type: none"> • Progress made against the Staff Stabilization plan