

**Report to / Rapport au:**  
**OTTAWA POLICE SERVICE BOARD**  
**COMMISSION DE SERVICE DE POLICE D'OTTAWA**

**24 March 2025 / 24 mars 2025**

**Submitted by / Soumis par:**

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**SUBJECT: 2024-2027 STRATEGIC PLAN: SEMI-ANNUAL REPORT**

**OBJET: PLAN STRATÉGIQUE 2024-2027 : RAPPORT SEMESTRIEL  
REPORT RECOMMENDATIONS**

**That the Ottawa Police Service Board receive this report for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de service de police d'Ottawa prenne connaissance du  
présent rapport à titre d'information.**

**BACKGROUND**

The Ottawa Police Service Board (Board) Strategic Plan (Document 1) serves as the roadmap for the police service over the four-year period from 2024 to 2027. It has been built on significant feedback from the community, our partners, and the internal membership. This plan reflects the ever-evolving context of policing and is designed to be flexible to continuously adapt to new opportunities or pressures over time.

To achieve this vision, the Ottawa Police Service (OPS) has developed a series of programs and projects that align with the outcomes in the Board's plan.

This plan reflects the Board's vision for the future of policing in Ottawa. Hallmarks of the plan include:

- A properly staffed, modern and community-focused police service built on trust, accountability and operational excellence.
- A district policing model that strengthens local connections and improves response times.
- A dedicated Parliamentary District Unit that balances national security and local priorities.
- Expanded special constable roles to enhance efficiency and support frontline officers.
- A Mounted Unit to improve public engagement and event management.
- Advanced data and intelligence tools for smarter, real-time decision-making.
- Upgraded infrastructure and technology to support a modern, agile police service.
- Stronger community partnerships built on transparency, outreach, and collaboration.
- Comprehensive training and professional development to prepare officers for evolving challenges.
- A commitment to accountability, measurable success, and continuous improvement.

Together, these initiatives will create a safer, more responsive, and trusted police service—one that meets the needs of Ottawa’s diverse communities today and for the future.

In accordance with the Community Safety and Policing Act (2019) (CSPA) and s. 2(g): Chief’s Requirements”, in the Board’s Policy BC-2 “Monitoring Requirements,” the Board receives information as outlined in the Calendar of Monitoring Requirements. This includes a semi-annual report on the Strategic Plan.

Adequacy Standard AI-001, as well as the Ottawa Police Service Board Policy AI-001 “Framework for Business Planning,” outline these requirements and provide additional detail regarding the provision of results achieved during the previous fiscal year relating to specific topics.

This semi-annual progress report meets the monitoring and accountability requirements as outlined above. It provides the Board with a comprehensive update on the implementation and operationalization of the Strategic Plan.

## DISCUSSION

The Board approved the 2024-2027 Strategic Direction on 27 November 2023. This is the ninth plan the Board has adopted in its history. The Plan introduced an updated Vision statement and outlined the Service's strategic priorities.

### **Vision: A trusted partner in building an inclusive, equitable, and safe Ottawa**

The Board's strategic direction is built on four key pillars, which shape the organization's priorities and actions during the planning period.

- **Enhancing Community Safety**
- **Building Trust Through Strong Partnerships**
- **Strengthening Commitment to Human Rights, and Inclusion**
- **Advancing and Supporting a Resilient, Thriving Membership**

The police service is committed to building a responsive community policing model, addressing the root causes of crime through partnerships, and modernizing to improve safety. The organization continues to engage with the community to enhance transparency, deliver culturally sensitive services, and support diversity within its workforce. Efforts also focus on stabilizing staffing, investing in member wellness, and fostering a workplace where all members feel valued.

The Command Team and Senior Leadership Team have been working to advance the projects presented in the report. Members from across the service have been involved in the design, development and implementation and a significant amount of progress has been made by the teams moving these projects forward.

Ongoing monitoring will continue to ensure that the project assistance and guidance are provided, issues are identified and addressed, and timelines can be better adhered to.

In April, the Service will also begin publishing Strategic and Operational Key Performance Indicators aligned to the outcome of the Strategic Plan. This information will be included in the quarterly Performance Reports provided to the Board.

### **Progress Report – 2024 to 2027 Strategic Direction**

The following section provides a summary of progress initiatives planned for the next four years, including key milestones, challenges, and next steps. Each initiative has been assessed by its Lead using the following scale:

1. **Progressing Well** – The project is on track, meeting key objectives, and expected to be completed as planned.

2. **At Risk** – The project is facing challenges in scope, timeline, or budget. The team is actively working to address these issues.
3. **Completed** – The project has been successfully completed, and all objectives have been met.
4. **Behind Schedule** – The project is delayed, and adjustments are being made to realign with the planned timeline.

Each update includes the project name, lead, current status, and recent achievements, providing a clear and concise overview of progress.

### **Project Name: Parliamentary Precinct Deployment Model**

Lead: A/Supt. Russell Lucas

The federal government has allocated \$50 million over five years to support key initiatives in the Parliamentary Precinct. This funding, which amounts to \$10 million each year, aims to address unique policing challenges in this nationally significant area. The project focuses on enhancing security measures and implementing strategic policing initiatives to protect the public and critical infrastructure. The project is currently in a phased rollout process that will continue for the next 2-3 years.

The Parliamentary District Project aims to build a community policing program that addresses the unique security and community concerns of the Parliamentary Precinct and its surrounding areas. The OPS is responsible for central coordination with affected partners to enhance community safety and trust.

### **Current Status: Progressing Well**

- Key achievements include securing funding through Public Safety Canada, operationalizing the Parliamentary Response Team (PRT), and realigning the Police Liaison Team (PLT). This includes coordinating and acquiring the understanding and application of the roles and responsibilities with key partners within the Parliamentary District. There are distinct but mutually supporting roles with the primary partners from the Parliamentary Protective Services (PPS) and the RCMP.
- Stakeholder feedback has been positive, particularly from foundational partners, the House of Commons, the Senate, Prime Minister's Office, PPS and the RCMP.
- Regular daily meetings with PPS, RCMP and other Federal partners to maintain strategic alignment and focus; daily operational meetings with partners and Event Management to share information and prioritize police activities – such as

directed operations supporting Parliamentary and local community activities, following up on investigations impacting the Parliamentary District and responding to protests that have a nexus to the Parliamentary District

### **Project Performance**

- The project is progressing well; however, resolving staffing challenges remains a priority as staffing needs are being strategically balanced across the organization.
- Key challenges include staff movement, transfers and shortages which are being addressed through the Staffing Stabilization Plan. Additionally, Parliamentary District staff are currently being accommodated at Central Division as efforts are made to secure more permanent office space. An operational office for deployed members has been provided as an in-kind service by PPS within one of their buildings located in the Parliamentary District.
- Next steps include establishing Public Safety Canada reporting, creation of the Open-Source Intelligence (OSINT) team and expansion of PRT support for 7 days a week coverage

### **Project Name: Mounted Patrol Unit**

Lead: Supt. Francois D'Aoust

The Mounted Patrol Unit will play a pivotal role in visible policing, providing unique advantages for crowd control and community engagement. The presence of mounted officers not only acts as a deterrent to crime but also promotes a friendly and approachable image of the police, enhancing public relations and trust.

### **Current Status: Behind Schedule**

- The project is progressing with scoring and bid evaluation activities for stable procurement underway in February.
- Key achievements include training officers through the RCMP and Toronto Police Service, acquiring horses, and securing uniforms and equipment.
- Feedback has been positive with respect to on-going support from external Mounted Services - Service de Police de la Ville de Montreal, Toronto Police Services and RCMP Musical Ride.

### **Project Performance**

- The project is experiencing a current delay in fleet procurement that will impact downstream deliverables such as OPS fleet provisioning and officer training.

- The impact of the procurement delay on the overall budget and schedule is currently being assessed. The full impact is not yet known but is anticipated to be high severity, given that procurement is estimated at ~120 days, followed by requisite OPS Fleet provisioning post receipt.
- Rollout will consider gradual progression to achieving operational readiness as the Mounted Patrol must meet specific operational standards. This ensures that both the trainers and trained riders can confidently assess that the horses are capable of functioning in dynamic environments.

### **Project Name: District Revitalization Project**

Lead: A/Supt. Kevin Maloney

Launched in 2024, the District Revitalization Project (DRP)—which recently transitioned to a program—has remained focused on building a District Policing Model that “creates an environment of geographic ownership that is culturally responsive—permitting a tailored, nuanced police response; supports strong community partnerships; and seeks to ensure efficient resource allocation”. Integrating aspects of OPS’ newly enhanced *Community Policing Strategy* into the core of an improved service delivery model, the DRP team has been mindful to ensure community policing elements such as partnership, engagement, and collaboration, are considered in the design and build-out of the District Policing Model.

The DRP team is focused on implementing a model tailored to Ottawa’s diverse community needs and aligned with the priorities of Ottawa’s unique geographic boundaries. Other areas of focus include enhancing community engagement and collaboration, stabilizing the service, and using police resources more efficiently.

The DRP's focus in 2025 is to build a solid foundation and establish the necessary infrastructure to support a district service delivery model that is more efficient, responsive, and aligned with community and organizational goals. In 2026, we will see the elements of the Community Policing Strategy take form, supported by an infrastructure that will enable better client service, increased efficiencies, and stronger data management and reporting.

Some of the major deliverables for 2026 include:

- Integrating community policing and CSWB principles throughout the Service to advance cultural and collaborative policing. This transformative work is the most significant aspect of the program. It aims to foster trust, strengthen community relationships, and ensure that policing strategies are aligned with the needs of the community. The strategy involves embedding learning, development, cultural

awareness, and organizational changes to promote and reinforce new behaviours and modernized policing approaches.

- The Program will enhance community access and involvement by establishing Community/Neighbourhood Partnership Tables. These tables will bring together community leaders, city partners, social agencies, businesses, BIAs, health services, and police to address and prioritize community-specific issues and build joint action plans. Each table will be community-specific, tailoring the key stakeholders of a community to work together towards a shared outcome. In 2025, we expect to work with community to identify Wards/Communities that would benefit from this approach and work towards a 2026 implementation. This approach ensures that solutions are tailored to the specific needs of the community and that there is a shared responsibility for public safety.
- Leveraging and integrating into OPS' CSWB Community Stakeholder Management System. The Program will be focused on system customization to track incoming requests and issues from the community, improving efficiency, reducing duplication of efforts, and ensuring consistent, effective, and responsive handling of requests. The customized intake system will support better client service from call to close, data management, and reporting, ensuring that all requests are handled consistently and effectively.
- Building the foundation of transparency and accountability. The Program will establish accountability tables at various levels of the Service—at a District Operational level and Strategic level. These accountability tables are needed to ensure trends are monitored, efforts aligned, risks are mitigated, and actions are producing the expected results and outcomes. They will maintain transparency, accountability, and integrity within the organization and with our community.

### **Current Status: Behind Schedule**

Over the past several months, the DRP Team, along with key members of the Neighborhood Policing Directorate (NPD), has achieved several objectives. Key updates include:

- Refreshing the OPS *Community Policing Strategy* (CPS) in line with CSWB principles.
- Restructuring NPD to align its problem-oriented response with the CPS' core themes of *Access, Affect, Act, and Account*, while realigning the Strategic Partnership & Engagement Unit under the CSWB Branch.

- Four District Inspectors for West, Central, South, and East districts have been in their roles since May last year, actively building effective relationships with councilors, community leaders, and varied groups.
- Onboarding and assigning key civilian personnel (District Analysts, Research Analysts, and Community Intake & Relationship Specialists) to NPD to guide and inform district activities.
- A comprehensive District Mapping exercise has been completed to align neighborhoods into four districts using data from January 2023 to June 2024, This process incorporated community needs, geographic and socio-demographic characteristics, past OPS models, current challenges, and best practices.

### **Project Performance**

- Efforts to implement the District “vision and model” are ongoing. The DRP team has conducted extensive academic and best practice research, along with numerous in-depth consultations with both internal and external stakeholders. This feedback has been incorporated to make immediate improvements and document longer-term gains for the new model.
- While significant progress has been made, the DRP team has recently encountered some issues that require necessary adjustments to the approach and overall plan for implementing the District Policing Model.
- The DRP will provide the Board with a more comprehensive report and a supporting presentation in April, that will detail significant changes and a proposed path forward.

### **Project Name: Facilities Strategic Plan (FSP) Updates**

Lead: Director Ingrid Pedersen

#### **Overview**

Facilities are a key element of the infrastructure that supports the OPS in the delivery of essential services to the community across the expansive city limits. This critical infrastructure is managed through the Facilities Strategic Plan (FSP), that carefully plans the acquisition, disposal, and re-fit of facilities to mitigate risk, respond to a growing a city, evolving operations, and ensure continuity in delivery of services.

#### **Current Status: Progressing Well**

Several FSP projects, with the exception of the South Facility Project – which serves as the foundational project of the FSP, have been deferred. This decision is part of a larger review of strategic facility requirements, which requires a thorough assessment of future



needs and prioritization. This process may lead to the identification of additional projects.

### **Project Performance**

Overall, FSP is progressing well. An update will be presented in April to the Finance and Audit Committee.

### **Project Name: South Facility Project**

Lead: Director Ingrid Pedersen

### **Overview**

The South Facility Project (SFP) is a foundational project in the FSP and will support the future disposal of Greenbank, Leitrim, Fairmont, and Concourse – facilities that have reached the end of life and move the Service away from leasing private property. The flexible design of the South facility and future campus further responds to addressing the ongoing space pressures, supports the dynamic nature of policing, and integrates the Service in the fast-growing south end of the city. Furthermore, the new facility will support service delivery aligned to the future South District.

### **Current Status: Progressing Well**

Key construction activities include:

- The completion of foundation supports and significant progression on building envelope structure and roof framing.
- The design of the top floor interior is complete, and reviews of associated construction costs and schedules are in progress.
- Tenant Fit-Up activities that will develop furniture requirements and move strategies have been initiated.

The project team maintains communication with neighbours to provide status updates. Additionally, members of the Board and local Councillors have toured the site.

### **Project Performance**

Overall, the South Facility Project is progressing well. Risks related to overall construction schedule and contingency budget are currently being evaluated to implement effective risk management and contingency strategies. A fulsome project update will be provided at the April Finance and Audit Committee meeting.

### **Project Name: Staff Stabilization Initiative**

Lead: CHRO Margaret Steele

The OPS continues to face staffing challenges that are affecting its operational capacity. Despite an expanding population, historical increases in OPS staff numbers have not kept pace, resulting in one of the lowest staffing levels among comparable Canadian police services. The complexity of crime is escalating, calls for service are rising, and Federal-related work is increasingly disruptive, straining the OPS's ability to meet current demands. Furthermore, there has been a consistent rise in the number of members taking leave for health recovery, although this trend has begun to stabilize. Attrition due to retirement or resignation is also increasing, adding further pressure to the service.

The implementation of the Staff Stabilization Strategy will help address these long-standing staffing challenges. The plan is crucial for enhancing the Service's capacity to deliver adequate and effective policing within the community and serves as the foundation for achieving all OPS strategic priorities. The plan emphasizes hiring in for four critical pillars: attrition, stabilization, growth, and federal-related work. To ensure that costs and hiring are manageable, the Service is hiring over a three-year period (2024-2026).

In late 2023, at the time of the strategy creation, it was projected that ~145 sworn members would be hired annually (2023-2026). This estimate encompassed new recruits, experienced officers, as well as just-in-time positions. Additionally, it was anticipated that 40 civilian positions would be hired per year based on projections. It is crucial to recognize that these projections fluctuate, as attrition rates can vary from year to year. Moreover, the projections did not consider potential funding from provincial and federal partners that could facilitate additional hiring.

The staggered hiring approach enables the Service to allocate sufficient time and resources to responsibly and effectively recruit and onboard new members. This method ensures the process is achievable and aligns with organizational standards.

Successful execution of the plan involves input and assistance from staff in Human Resources, Operations, Strategy and Communications, IT Services, Finance, Fleet, Equity, Diversity and Inclusion, and Facilities. Identified risks and issues that may impact the outcomes of this project include challenges in obtaining the necessary number of seats at the Ontario Police College and ensuring that the diversity and number of candidates are in line with expectations. These items will be monitored and reported upon on a bi-weekly basis at the project team level, monthly at the senior leader level, and quarterly at the Board level.

### **Current Status: Behind Schedule**

- 134 sworn and 50 civilian members were hired in 2024.
- Shout Media has been engaged to assist with the update and execution of the Outreach and Recruitment Strategy.
- Based on projections established in late 2024, it is anticipated that there will be an increase in sworn retirements. Therefore, while taking into account the additional funding received from provincial and federal partners, hiring targets for 2025 include 165 sworn members and 80 civilian members.

### **Project Performance and Risks**

- The 2024 hiring goals were achieved. Although civilian hiring was higher than initially projected, it was slightly below necessary as retirements and resignations exceeded projections.
- There is limited training seat availability at Ontario Police College, an ongoing issue that requires regular communication and lobbying by Executive Command.
- There are challenges in diversifying recruitment pools that necessitate updates to outreach and recruitment strategy.
- Ongoing mitigation strategies include proactive engagement with the Ontario Police College and marketing enhancements

### **Project Name: Alternative Staffing (Project Complement/Special Constables Initiative)**

Lead: Staff/Sgt. Pascal Labine

The project aims to develop and design a model where non-sworn police members, including civilians and special constables, can actively participate in frontline roles to enhance community safety. It will utilize the new authorities available in the CSPA. The initiative will focus on hiring and training these individuals in various police duties such as mental health interventions, responding to community concerns, taking statements, interviewing, arresting, prisoner transport and crowd control. Ultimately, this model seeks to expand police presence and community engagement by integrating trained civilians and special constables into critical police operations and increasing capacity for sworn members who are fully trained.

Project Complement will expand the roles and responsibilities of OPS special constables, enabling civilians with specialized skills to perform lower threshold policing functions. Sworn officers will, in turn, be able to focus on higher priority areas like patrol,

investigations, and crime reduction. The intended outcome of the project is to increase service delivery performance as well as support member wellness and professional development.

### **Current Status: Progressing Well**

- Key accomplishments include the completion of internal research, the streamlining of the Special Constable appointment process as well as the development of a training protocol.
- Strong interest has been shown in the hiring process for Forensic Identification Technician and Generalist Special Constable positions, with over 700 applications received. Candidates have been identified and are currently in the background check phase.
- Onboarding is scheduled to begin in the last week of March 2025, followed by a seven-week training program that aligns with CSPA requirements. Training will focus on equipping new hires with the necessary skills for their designated roles. Operational deployment is expected by early June 2025.
- To ensure sustainable training delivery, stakeholder discussions with the Canadian Police College are ongoing to secure long-term training logistics for the next three years.

### **Performance and Risks**

- The project is on schedule for the March 2025 provincial funding deadline, with an anticipated deployment of mid-June.
- Challenges include training space limitations and cultural adaptation within OPS.
- Next steps include completing the hiring process for vacant, approved positions and establishing a special constable centre of excellence for standard procedures, hiring and certification of appointments

### **Project Name: Community Safety and Policing Act (CSPA) Compliance**

Lead: Staff/Sgt. Carolyn Botting

### **Overview**

The Community Safety and Policing Act, 2019 (CSPA), focuses on addressing community safety, enhancing police oversight, modernizing policing, and establishing consistent mandated training requirements.

The primary objective is to ensure compliance with the new act and its regulations by modifying our policies & procedures, processes, and practices. The OPS is operationally in compliance with the majority of the CSPA regulations that came into effect on April 1st, 2024, and continues to work towards overall compliance with all the regulations, including those with 1-year, 2-year, 3-year, and 18-month transition periods.

The project ensures the Ottawa Police Service aligns with the CSPA framework, emphasizing modern policing practices and equity.

### **Current Status: Progressing Well**

OPS has been working internally, externally and with the OPSB since December 2023 to implement multiple changes impacted by the CSPA. Training requirements under the CSPA significantly impact resources within OPS and remain a key challenge. Additional equipment was required for several sections. The equipment has been purchased and will be compliant by April 1, 2025.

### **Project Performance**

The CSPA project is currently focused on the following priorities:

- Adequate and Effective Policing in relation to community engagement and an updated Community Safety and Well-Being Plan.
- Assistance Orders (tracking, reporting and on-going operational agreements).
- Training requirements and qualification for investigations and FLD Supervisors.
- Duty to Report to Supervisor for Criminal Code, CDSA, Cannabis and Missing Persons.
- Sourcing courses to address training gaps.
- Governance.
- Quality Assurance.
- Policy development is still ongoing to address the changes under the Act, pursuant to the prioritization framework that determines priority and timeline for policy redevelopment. Significant progress has been made over the past year, and work continues to assess risk, identify emerging issues, and continue the momentum toward compliance with the CSPA.

### **Project Name: Community Safety and Well-being (CSWB) Framework**

Lead: Director Abid Jan

This project aims to work with OPS members and service partners to develop a CSWB Framework that incorporates a community policing approach in all service aspects,

supporting the District Deployment Model and fully aligning with the City's overall CSWB Program.

### **Current Status: Progressing Well**

- Current state assessment and the first round of internal consultation are complete.
- A first draft Framework has been prepared.
- An external consultant, Consilium is engaged to assist with the development of the Framework.
- Comparative analysis has started with Edmonton, Peel, Toronto, and Waterloo Police Services for benchmarking purposes.
- Requirements gathering is in progress for data and communications needs.

### **Project Performance**

- The project is on track and progressing well with 60% of milestones achieved.
- Conceptual clarity is a key focus as various terms can be interpreted in various ways over time and must also align with the principles of Community Safety and Well-Being (CSWB).
- The next stages of developing the framework will set priorities across four levels of intervention, including Incident Response, Risk Integration, Prevention and Social Development, making the community policing approach practical.
- Developing the framework will also include a shared understanding to ensure all members recognize their role in the broader Community Policing Strategy. A unified approach will enable OPS to track progress through clearly defined and commonly agreed-upon success indicators.
- The next steps include reviewing the comparative analysis and findings, holding awareness and education sessions with OPS members, and finalizing the framework in consultations with external partners (including social service agencies, the Community Equity Council, and the City's CSWB Team) (target completion December 2025).

### **Project Name: Community Relations Management System (CRMS)**

Lead: Director Abid Jan

To build trust, optimize OPS relationships, and mitigate risks, OPS is developing a robust Community Relations Management System (CRMS) and a Community Safety and Well-being (CSWB) Framework. The relationship management system will facilitate managing all interactions with key stakeholders for better-informed decisions, allow staff

to develop and implement community engagement plans, and strengthen our community policing approach. The CSWB Framework will support the implementation of the new District Model through community partnerships, standardization of community policing practices across all districts, identification of at-risk neighbourhoods, community equity analysis, manage community relations, support senior command in strategic relations and communication, raising OPS's profile, and support frontline directorate. Development of the CSWB Framework is in progress.

The relationship management system will facilitate managing all interactions with key stakeholders for record keeping, and better-informed decisions, allowing staff to develop and implement relationship management plans and strengthen our community policing approach.

### **Current Status: Progressing Well**

- The design and build phases of the new portal solution are complete.
- Profiles that have been created are uploaded, along with separate sections for each District.
- Training videos and support materials have been developed for staff orientation and rollout to OPS users.

### **Project Performance**

- The project is progressing well and targeting completion for June 2025.
- Work is underway to determine licensing needs and costing for 2025.
- Next steps for the implementation phase include determination of full licensing needs, completing requirements for auto-notifications, and the integration of Simply Stakeholders plugin for MS Outlook.

### **Project Name: The Community Outreach Response and Engagement Strategy**

Lead: A/Sgt. Paul Stam

The Community Outreach Response and Engagement (CORE) Strategy is a comprehensive plan addressing safety concerns primarily in Ottawa's ByWard Market and Rideau Street corridor. This strategy encompasses several initiatives such as the Neighbourhood Operations Centre (NOC), the Ottawa Downtown Integrated Community Situation Table (ICST), hot spot policing, focused enforcement, and a community advisory board. The CORE project is designed to provide a coordinated and flexible response to the evolving needs of these areas.

### **Current Status: Behind Schedule**

- A preliminary 90-day evaluation found a 17% reduction in calls for service and a 4% reduction in crime.
- Feedback from the Rideau BIA, Byward Market District Authority, property owners and community associations has been overwhelmingly positive.
- Neighbourhood Operations Centre (NOC): Since its opening in June, the NOC has become a central hub for different city agencies to work together, share real-time information and solve problems quickly.
- Integrated Community Situation Table (ICST): The ICST has brought together over 30 diverse community partners, creating a collaborative approach to support the complex needs of vulnerable people. The ICST continues to actively strengthen partnerships with community initiatives that support and divert individuals facing challenges such as mental health and substance abuse issues.
- The increased focus and partnerships developed by the CORE and MarketSafe programs have resulted in positive results both in community connection and satisfaction as well as a decrease in calls for service.

### **Project Performance**

- The project is currently under-resourced due to unfilled approved positions. Work is underway to address this. Staffing needs for this project have been entered into the Staff Stabilization Plan and are being tracked. Current plans were designed with the expectation of using Overtime to deliver on this project.
- There is limited availability of the Neighborhood Resource Team (NRT) as they are already maximized on operational demands, especially in their role as the primary response to public protests and demonstrations.
- Planning includes regular communications, town halls and transparent feedback loops to mitigate change management required for full adoption.
- Next steps include:
  - Expanding the CORE strategy to enhance police presence and community-driven crime prevention initiative on more days of the week, as well as extending it to additional neighbourhoods in the downtown area.
  - An academic partnership is being finalized to provide expert guidance on refining the strategy and ensuring alignment with the current research.
  - This partnership will also encompass rigorous academic research to objectively evaluate the strategy's effectiveness. The research will focus on strategic implementation, its impact on crime trends, and community perceptions of safety and confidence in the police.



### **Project Name: Market Safe**

Lead: Supt. Ken Bryden

The Market Safe project is specifically designed for the ByWard Market, enhancing the policing presence to address the challenges that arise as businesses and patios reach full capacity, especially during peak times like long weekends. This initiative works closely with partners such as Bylaw Services and AGCO Inspectors to ensure a comprehensive approach to public safety and regulatory compliance.

### **Current Status: Progressing Well**

- The project successfully increased police presence and improved compliance with licensing and safety regulations.
- Stakeholder feedback from Byward Market businesses and residents in the downtown core has been highly positive.

### **Project Performance**

- The initiative is on track and will resume in July 2025 (seasonal July – September).
- Staffing stabilization and challenges due to unplanned events remain a concern.
- Strategies to mitigate challenges include optimizing NRT scheduling and promoting the initiative as a professional development opportunity.
- Next steps include the review and strengthening of enforcement partners as well as exploring new partnerships with City Byward Market Strategic Projects & Public Realm and Nightlife Commissioner.

### **Project Name: Safer Streets Initiative**

Lead: Supt. Ken Bryden

This traffic safety project aims to implement citywide initiatives. Each division will conduct quarterly operations focused on specific locations identified through community concerns, RIDE checks, stunt driving, and distracted driving enforcement. This strategy ensures consistent, comprehensive traffic safety enforcement across the city and will be aligned with our transition to the District Revitalization Project.

The **2025 Enhanced Integrated Enforcement Initiative** is a collaborative strategic deployment model providing scalable, data-informed enforcement & education to communities throughout the Greater Ottawa Area. Its mission is to:

- **Focus** on high-risk drivers, high-complaint “hot spots”, and high-collision & traffic fatality locations.

- **Increase** OPS' traffic enforcement capacity by disseminating traffic-related intelligence to Frontline, Community, Neighborhood Response Team (NRT), and Traffic Unit officers.
- **Establish** a strong public awareness and educational presence that is aligned with and supportive of our road safety partners' initiatives, priorities, and seasonal campaigns (via OPS Media/Corporate Comms & OPS Traffic CM Twitter/X page).
- Enforcement Deployment Location (EDL) selections are determined by:
  - Residents' enforcement requests, Councillors' identified Ward priorities, high-collision & traffic fatality locations.
  - Community Safety Zone, Red Light & Speed Board/Measurement device data (as provided by the City of Ottawa/Safer Roads Ottawa).
  - Low-compliance school bus stops & crossing guard-related complaint locations.
  - Known "problematic" locations throughout the Greater Ottawa Area.

#### **Current Status: Progressing Well**

- **FLD Enforcement Initiative:** Implemented: Q2 of 2024/Primary Staffing: Frontline (FLD)/Status: Ongoing. Platoon Traffic Reps & NCO teams across all 3 Divisions (18 in total) receive intelligence-led/data-informed Enforcement Deployment Locations (EDLs) prioritizing general Highway Traffic Act (HTA) enforcement at residential intersections (114 in total) for assignment to Sector officers each Quarter. EDLs are refreshed each Quarter – providing HTA enforcement presence to 456 residential intersections annually.
- **Impaired Focus Areas (IFAs):** Implemented: Q1 of 2025/Primary Staffing: Frontline (FLD) & Traffic Escort Unit/Status: Ongoing. In addition to EDLs, each Platoon is provided with an IFA strategically selected (in proximity to known late-night Area-of-Interest) with the expectation that Platoons deploy a RIDE checkpoint to screen for Impaired Drivers. Traffic Escort Unit RIDE check-point deployment locations are consistent with Quarterly IFAs.
- **West District Pilot/Safer Streets Initiative:** Implemented: Q4 of 2024/Primary Staffing: Traffic Escort Unit/Status: Ongoing. Formal implementation of Traffic Unit's ALPR, Commercial Vehicle & Speed enforcement on Arterial Roadways in West District; to be expanded to East, South & Central Districts in 2025-26.
- **Collaborative Enforcement Projects (CEPs):** Implemented Q1 of 2025/Primary Staffing: Traffic Escort Unit/Neighborhood Resource Team (NRT)/Status:

Ongoing. High-visibility collaborative HTA enforcement involving Traffic Unit & Neighborhood Resource Teams within set NRT Area(s)-of-Interest.

- **Residents Matter – Street Racing Enforcement Initiative (#ResidentsMatter):** Implemented Q2 of 2024/Primary Staffing: Traffic Escort Unit/FLD Platoon Traffic Reps/Status: Ongoing/Planning for Q2 2025 has begun. High-visibility/High-impact enforcement targeting high-risk, disruptive night-time street racing & illegal behaviour on area roadways.

### **Project Name: Alternative Mental Health Supports Initiative**

Lead: Sgt. Dodd Tapp

These initiatives, in collaboration with the City of Ottawa, include a community-driven mental health and substance use crisis response system and new options for police response to mental health crises designed to improve community well-being, build trust, and boost operational efficiency by increasing interoperability with community partners and minimizing police involvement in mental health and substance abuse crises.

Through the provincial funding provided by the Ministry of the Solicitor General, this grant funding is divided between supporting the Alternate Neighbourhood Community Response (ANCHOR) pilot program and the OPS to establish Mobile Crisis Response Teams (MCRT) and a Crisis Intervention Training (CIT) pilot program to improve mental health crisis responses.

### **Current Status: Behind Schedule**

- A Community engagement plan has been developed, and a benchmark partner review has been completed. The review identified over 100 partners, community groups and coalitions in the mental health landscape, with whom Mental Health Unit (MHU) officers have some degree of engagement (range nascent to formal).
- The initial community Steering Committee organizations have been consulted for participation and asked about their concerns and needs and how they want this project monitored/evaluated.
- A joint training day with The OPS Mental Health Unit and The Ottawa Hospital Mobile Crisis Team (MCT) has been completed. The MCT will be the first mental health professional for the initial MCRT team.
- CIT is generally a co-teach model that pairs a CIT trained officer with a subject matter expert, such as a mental health professional or person with lived experience. A training curriculum framework has been developed, and the OPS CIT training team will work with the Steering Committee to ensure the training is

reflective of the community's needs while being trauma-informed and culturally sensitive.

- Performance measurements that respond to the provincial grant, as well as ones that will allow for effectiveness to be measured, have been benchmarked to determine program efficacy post-implementation.
- Evaluation plan is completed.

### **Project Performance**

- The project is behind schedule due to staffing issues. A backfill for the Lead was staffed in January 2025 and the OPS CIT trainers await operational backfill so they can be dedicated to developing the CIT curriculum with community partners.
- Vehicle procurement for the MCRT teams has been completed.
- Securing community participation and guidance remains a priority and is currently ongoing.
- Next steps include confirming partner participation in the Steering Committee and holding sessions to receive guidance on CIT training modules that reflect the Ottawa community and implementation of the first MCRT team. The project team has begun discussions to recruit patrol officers for CIT training. After the needs analysis has been conducted with the Steering Committee, the CIT trainers will apply the recommendations, complete the CIT curriculum and review it with the Committee.

### **Project Name: Mental Health Strategy**

Lead: Staff Sgt. Devon Archer

This project was designed in response to the recommendations for the OPS from the Coroner's Inquest into the death of Abdirahman Abdi. Key outcomes are greater public confidence in how OPS responds to mental health crisis calls for service and improved relations with the Somali community.

### **Current Status: Progressing Well**

- The project is in the early planning stages, confirming the scope.
- The budget is not fully defined yet; however, it has been identified that costs may include staffing, training consultation processes and potential operational changes.
- Early stakeholder engagement (internal and external) has brought to light many siloes of internal and external work in progress in this area. A requirement of this project will be to collaborate with all stakeholders to enhance improvements.

## Project Performance

- 2025 milestones include:
  - Approval of Project Charter
  - Approval of Project Plan and Schedule
  - Presentation to stakeholders, including the OPSB
  - Establish Mental Health Advisory Board
- Timeline established at 18 months.
- Report to the Board in April 2025 will outline additional details.

## Risks and Issues

- Scope management will be an ongoing challenge due to the broad-spectrum nature of the project.
- Member selection requires release and approval.
- The project is critically dependent on community involvement, internal acceptance, along with a review of OPS training policies and procedures.

## Project Name: Data Optimization

Lead: Exec. Director John Steinbachs

The Data Optimization Initiative at OPS has made significant progress. Central to this program has been the creation of a Community Safety Data Portal (CSDP). The CSDP helps increase transparency, fosters community trust and enables data-driven decisions on police strategies, budgets, and resource allocation.

The Portal was officially launched in 2023. Over the past year, the CSDP team has concentrated on user experience research and design to improve the platform. These efforts have significantly enhanced both the products and their accessibility. The November 2024 release (Beta 1.2) built on valuable feedback from both internal members and the community, leading to several key improvements:

Improved Accessibility:

- Enhanced contrast ratios for better readability.
- Larger dashboards for improved visibility.
- Accessible keyboard navigation to support assistive technologies.
- Fully responsive design for seamless access on mobile devices.

Updates and New Features:

- Integration of a year-to-date dashboard with the crime map.
- Year-to-date functionality across all seven PowerBI dashboards.

- The addition of an Open Budget and Traffic Stop Dashboard.
- Centralizing publicly available analytical products (infographics, public opinion research, etc.).

Engagement with the portal has been strong, with frequent use by the public, media, researchers, and OPS employees. This growing engagement reflects an increasing interest in police data. By the end of 2024, the CSDP had reached over 100,000 users, establishing itself as a trusted resource for insights and decision-making. Additionally, the platform was recognized by the Ontario Information and Privacy Commissioner in their Transparency Showcase for its commitment to openness and accessibility.

### **Current State: Completed**

This project has been successfully completed and transitioned into operations.

### **Project Name: Employee Central (SAP) Modernization**

Lead: Director Michelle Rathwell

The project involves a three-phased replacement of legacy SAP systems with Success Factors. The SuccessFactors project involves implementing Employee Central, Recruiting, and Onboarding modules to enhance workforce management and streamline HR processes and OPS reporting capability.

### **Current Status: Behind Schedule**

- Design and build phases are 100% complete.
- The first cycle of System integration testing is complete, and a second cycle is planned for Q2 2025.
- Future state business process mapping is underway and critical for the effective completion of script development, testing, procedural documentation, and training materials.
- Regular cadence with OPS HR, Finance, and ITS has been established to track action items and maintain alignment.

### **Project Performance**

- The City-led project is experiencing delays compared to the original plan; City of Ottawa Steering Committee recently approved an extension to the project schedule to ensure full completion of future state business process maps.
- The Go Live launch date is being confirmed based on the current plan and consideration for City of Ottawa and OPS operational impacts; Go Live is anticipated to launch in 2026.

- The next steps include User Acceptance Testing, and Payroll Regression testing, which are planned for Q3 2025; Training and Operational Readiness are planned for Q4 2025.
- The City of Ottawa program anticipates the Planning and Design phase of SAP S4 Hana Implementation will occur in 2025.

**Project Name: Fleet Service Delivery**

Lead: Director Jon Sweet

The Fleet Service Delivery project aims to modernize our fleet services by promoting better resource management and advancing our commitment to sustainability. The project is focused on developing a five-year strategic plan for fleet services, including investigating the feasibility of expanding electric vehicles in our fleet. Key components of the project include a service Delivery Model Review, a Business Partner Model Recommendation, a Keywatcher System Implementation, Technology Utilization, and a Sustainable Transportation Initiative.

**Current Status: Progressing Well**

- The Fleet Service Delivery Review Project commenced in November 2023 to evaluate the entire Fleet from an external perspective and propose changes aimed at enhancing efficiency and increasing client satisfaction with the Fleet section.
- Work on these initiatives is currently in progress and the project team will continue these efforts until January 2026, when the team will be integrated back into Fleet Services.

**Project Performance**

- The Service Delivery Model review has been completed, and the project team has made a recommendation based on a cost analysis. This recommendation aims to address the most significant client pain points while providing the most economical solution for Fleet operations.
- A Business Partner Model recommendation has been put forward to enhance the client experience and communication when working with Fleet Services.
- Technology developments are underway, including the new Morse Keywatcher, with installation set to be completed by March 7<sup>th</sup>. Additionally, the Geotab Telematics system will begin a four-month pilot program in March. This initiative aims to enhance the availability of vehicle health information and utilization statistics and improve our vehicle maintenance program.

- The Sustainable Transportation Initiative outlines the action plan to develop recommendations and options to address hybrid and EV vehicles. This deliverable will identify a schedule for evaluating changes in vehicle model options to increase the availability of hybrid and EVs for the Service. Fleet Services has been implementing hybrid frontline cruisers since 2020 and will continue to move in that direction as the project progresses. The first Ford Mach-E fully electric vehicle build has been now completed.
- OPS has recently placed an order to pilot four police-packaged Chevy EV Blazers as part of this initiative.

### **Project Name: Enterprise Asset Management (EAM)**

Lead: CIO J.C. Lemonde

The Enterprise Asset Management (EAM) program aims to establish a formal, centralized asset management capability within the organization. This initiative is designed to optimize the entire lifecycle of IT assets, from requirement identification and acquisition to inventory control and disposition. A key component of the program is the implementation of an automated tracking system for policing equipment, ensuring seamless check-in and check-out processes within frontline equipment rooms.

### **Current Status: Progressing Well**

- The ServiceNow platform has been procured and implemented, and we are currently migrating assets previously tracked in the HEAT platform into ServiceNow. Additionally, we will be launching a pilot project in March 2025 for the Emergency Service Unit (ESU) to replace the legacy D4H platform for asset tracking.
- The posting period for the Manager of Technology Adoption position has now closed, and we are in the process of reviewing applicants. We anticipate making an offer to a successful candidate by the end of May 2025.

### **Project Performance**

- The project is being realigned to leverage ServiceNow as the foundation for digital asset management. The full transition is expected to significantly enhance efficiency and tracking capabilities across the organization.

### **Project Name: Next Generation 9-1-1 (NG-911)**

Lead: CIO J.C. Lemonde

The NG-911 project involves procuring, installing, testing, and preparing for the go-live of the Next Generation 9-1-1 service, adhering to the Canadian Radio-television and



Telecommunications Commission (CRTC) imposed deadline of March 2025. This comprehensive initiative is designed to upgrade emergency communication capabilities for both the Ottawa Police Service and Ottawa Fire Services (OFS), ensuring a seamless transition to advanced systems that enhance response effectiveness and public safety communications.

### **Current Status: Progressing Well**

- The project is 85% complete, with core technical infrastructure in place.
- System testing is scheduled for February 2025, with the full transition planned for March 2025, despite a recent CRTC decision (CRTC 2025-67) extending the deadline to fully transition to Next-Generation 9-1-1.
- Ottawa Fire Services is actively engaged, ensuring alignment with emergency service needs.

### **Project Performance**

- Budget adherence is strong, with 91% of allocated funds committed.
- Key risks associated with our NG-911 deployment include significant resource constraints, Bell's availability, and the technical challenges of being an early adopter.
- **Resource Constraints:** Given the scale and complexity of NG-911, our team is managing competing priorities while working within existing staffing limitations. The demand for specialized skills in network engineering, cybersecurity, and integration with legacy systems adds further strain. Additional resources may be required to ensure a smooth transition without impacting other critical ITS initiatives.
- **Bell's Availability:** As the primary telecommunications provider facilitating NG-911 in Canada, Bell is supporting multiple police agencies, all of whom must meet the CRTC's mandated implementation deadlines. Their finite resources and the high demand for technical support, infrastructure upgrades, and testing could result in delays or limitations in responsiveness when issues arise.
- **Technical Challenges of Early Adoption:** Because the Ottawa Police Service is among the first agencies to go live with NG-911 in Canada—and the first to implement this specific mix of partners and technology—we are operating in uncharted territory. There is no established roadmap for resolving unforeseen integration issues, interoperability concerns, or performance challenges. Unknown technical hurdles may arise with call routing, data transmission, or system stability, requiring real-time problem-solving with vendors and partners.

Additionally, aligning our implementation with evolving national standards and best practices remains a moving target.

## **Next Steps**

To ensure a successful NG-911 deployment, the following critical tasks remain:

- **Redo the PBX Upgrade** – The previous PBX upgrade was rolled back due to an unforeseen bug in the phone system. This upgrade has been successfully completed.
- **Complete Network Testing and Validation** – Comprehensive end-to-end testing is required to confirm network performance, redundancy, and interoperability with NG911 systems. This includes validating call routing, data transmission, and failover mechanisms to ensure compliance with operational requirements.
- **Obtain Final Certification from Bell** – The final step before going live is securing Bell's certification, confirming that our implementation meets all NG911 specifications. This process involves successfully completing all required testing, addressing any outstanding issues, and obtaining Bell's formal approval for service activation.
- Each of these steps is critical to achieving a stable and compliant NG-911 deployment. Given the tight CRTC deadlines and Bell's limited capacity, close coordination and proactive issue resolution will be essential in the coming weeks

## **Project Name: Body Worn Cameras**

Lead: CIO J.C. Lemonde

The Digital Evidence Information Management System (DEIMS) program has delivered several key components to enhance the management of digital evidence for the Ottawa Police Service (OPS). This project is being reviewed by IT to understand potential options. OPS intends to launch a pilot in 2026, contingent on securing budget in Fall 2025. OPS understand the importance of this project and continue to review options to provide an appropriate solution.

## **Project Name: Victim Choice / Virtual Reporting Initiative**

Lead: Supt. Heather Lachine

The Victim Choice / Virtual Reporting Initiative modernizes the reporting process by allowing victims to report crimes and conduct interviews virtually. This reduces the need for in-person patrol responses, enhancing accessibility while improving operational efficiency. The initiative supports victim-centered service delivery and optimizes frontline

resources by redirecting patrol officers from non-urgent calls, reports, and court appearances.

Launched in January 2025, the project is in its early stages.

### **Current Status: Progressing Well**

- Equipment: Computer equipment has been procured, pending installation once dedicated office space is secured.
- Performance Tracking: A victim survey and key performance measures are in development to assess impact and refine service delivery.
- Soft Launch: Two sworn accommodated members are responding to front desk walk-ins and select dispatched calls from an interim location.

### **Project Performance**

- A soft launch of services is in progress leveraging two sworn accommodated members and an interim space at Central to respond to front desk walk-ins and some dispatched calls from the Communications Centre
- The initiatives staffing needs have been entered into the Staff Stabilization Plan and are critical to advancing the project toward a full launch.
- Next steps include working with Facilities for a dedicated office space to ensure privacy for victims and informal tracking of soft launch activities until the staffing issue is resolved.

### **Project Name: Wellness Program Evaluation and Response**

Lead: Director Angela Slobodian

The OPS recognizes the risks associated with working within a policing organization and is committed to the health and safety of all members. As part of the Wellness Program review, the OPS has initiated the vendor selection process to engage a third-party evaluator. This evaluator will thoroughly review all current and planned wellness programming at the OPS. This evaluation aims to assess the effectiveness of the current programming and identify areas of opportunity and growth for the future development of wellness programs with a foundation of peer-reviewed, evidenced-based effectiveness.

This evaluation aims to improve and support systems for maintaining well-being, with the following key objectives: Enhanced Support, Early Recognition, implementation of Evidence-Based Practices, and Safe Reintegration Practices. This approach aims to ensure that members can sustain or regain optimal mental and physical health

throughout their careers and provide a framework to support the safe reintegration of members returning to the workplace.

**Current Status: Completed**

- The evaluation has been completed, and final reports are expected in Q1 2025.
- Key milestones include developing a communication plan that includes the OPA, SOA, OPS chain of command and SLT and an action plan based on recommendations.

**Project Performance**

- The program was completed on time and within the 2024 budget.
- Next steps include the delivery of a comprehensive communication plan and action plan for implementation.

**Project Name: Safe Workplace Program**

Lead: CHRO Meg Steele

The Safe Workplace Program (SWP) promotes a safe, respectful, and inclusive workplace culture for every OPS employee through the prevention, response, support, and restoration of workplace issues, including harassment, discrimination, violence and reprisal.

The continued development of the SWP remains a priority of the OPS and the OPSB, demonstrating a commitment to preventing and addressing all forms of discrimination and harassment within the workplace, including sexual harassment and violence. As a service, we have adopted a holistic approach to improving workplace culture by pursuing initiatives that promote the wellness of all OPS members through positive and effective change and providing both the organization and all members with the tools and resources needed to ensure a safe, supportive, and inclusive work environment. A review of this program will occur in 2025 with the goal of making improvements.

**Current Status: Progressing Well**

- Complaint reporting procedure in place, processing approx. 30 formal complaints annually.
- Comprehensive Safe Workplace Training Program in development.
- Annual Workplace Harassment, Violence, Discrimination and Reprisal policy and related processes review in place to align with new Reporting Member Conduct policy established under the *Community Safety and Policing Act*.

## **Project Performance**

- Safe Workplace Program provided a 'SWP Training Day' to all pillar members and their units, to promote a holistic, consistent and informed response when supporting members dealing with workplace conduct issues.
- Complaint Guide has been published on internal OPS site to provide clear instructions on what harassment, discrimination, violence and reprisal is, including sexual harassment and domestic violence, where to report, legislative roles and responsibilities, and what to expect from the process.
- We have experienced program stabilization through the Triage Committee, policies and procedures.

## **Project Name: Use of Force Community Case Review**

Lead: Supt. Dave Zackrias

This initiative aims to improve accountability and transparency in police use of force through community-led case reviews and recommendations.

### **Current Status: Progressing Well**

- The project schedule is currently on track and has completed the project research and design phases.
- The call for applications through media and community outreach is completed.
- The screening and selection process with the Community Equity Council is complete.
- The review panel has been established and is on track for its first case review in spring 2025.
- Stakeholder engagement is strong, with a project focus on measurable outcomes that build relationships and trust.

## **Project Performance**

- Project risks and high community expectations are being mitigated through structured engagement and existing case review policy best practices.
- The project budget is being absorbed within the existing budget for 2025. Longer-term funding will be identified during a fall program assessment.
- Next steps include first and second case reviews as well as measurement and evaluation of this program in Spring and Fall 2025.

**Project Name: Military Veterans and First Respondents Program**

Lead: Insp. M-A Sheehy

This project aims to implement and deliver comprehensive, service-wide training designed to equip staff with the skills and knowledge necessary to effectively assist homeless military veterans and first responders. The initiative focuses on understanding the unique challenges faced by these groups and providing tailored support.

**Current Status: Progressing Well**

- A training package for the Military Veterans and First Responders Program has been offered in accordance with the Chief's General Order.
- The program was rolled out service-wide in November 2024, with a high priority placed on completion by Frontline Deployment.
- OPS obtained the program in collaboration with the Ontario Provincial Police and the Toronto Police Service (Military Veterans Wellness Program).
- The expectation is that Frontline Deployment will complete the training by Q2 2025.

**Project Name: Parade Formation Framework**

Lead: Insp. M-A Sheehy

This initiative is to develop a comprehensive framework for Parade that includes roll call, daily updates, training information, and strategic updates. The structure is designed to streamline communication and enhance operational efficiency during daily briefings.

**Current Status: Completed**

The Parade Framework leveraged existing team collaboration software (MS Teams) to develop and implement a standardized approach to parade meetings. This includes the incorporation of "training moments," interactive exchanges, and an information repository.

The project was completed in May 2024 and is now closed.

**Project Name: EDI DRIVE2 Strategy**

Lead: Supt. Dave Zackrias

The Diversity, Respect, Inclusion, Values, Equity and Engagement (DRIVE2) Strategy, serves as the organization's roadmap for transformative change to improve service delivery and workplace culture through multiple approaches. Four key areas to OPS's approach include collaborating with communities to ensure equitable policing, continuing to build a diverse, equitable, and inclusive workplace, equipping OPS leaders

at multiple levels with EDI tools, and fostering organizational agility by committing to EDI learning. The strategy is a comprehensive human rights organizational change strategy with shared responsibility across OPS, involving units and directorates across the organization's ecosystem. The DRIVE2 Strategy embeds a measurement project focusing on data collection across multiple identified initiatives, which will provide a foundation for assessing and advancing EDI efforts ensuring that progress is measurable and aligned with strategic goals.

### **Current Status: Progressing Well**

- The strategy is 45% complete and on track with notable progress on over 30 action items of important partnership work aimed at systems change in the four focus areas of Community/Service Delivery, Members/Work Environment, Leadership & Accountability, and Connecting and Learning.
- A strategy update with accomplishments was provided in the January 2025 Board report, "Annual Human Rights and EDI Report."
- Key milestones for 2025 include a mid-year strategy health check and annual reporting.

### **Project Performance**

- Risks include high stakeholder expectations for change, ongoing budget and staffing pressures, and evaluation challenges in a constantly changing environment that often results in competing priorities. These risks are being mitigated through strong partnerships, ongoing monitoring, and regular reporting for timely strategy enhancements. The mid-strategy health check planned for this year is also an opportunity to update the strategy to meet any changing demands or competing priorities.
- The strategy remains aligned with OPSB's 2027 vision and is focused on measurable outcomes and relationship building.
- The next steps include a Mid-Year Report to OPSB in July 2025.

### **Project Name: Race and Identity Base Data Strategy**

Lead: Supt. Dave Zackrias

This strategy is an organizational approach for the identification, analysis, reporting, and action planning of racial disproportionalities and other systemic issues in police encounters, specifically traffic stops and use of force.

### **Current Status: Progressing Well**

- The project schedule is currently on track.

- Major OPS race-based studies and recommendations (Traffic Stops and Use of Force) were released in 2024, contributing to building a local strategy with community partners and stakeholders. The information will continue to be published on [data.ottawapolice.ca](https://data.ottawapolice.ca).
- OPS is also contributing leadership experience and expertise to provincial and national race-based data collection frameworks and guides and will align this work to build the local strategy for consultation.

### **Project Performance**

- Stakeholder risks associated with meeting high community expectations for an expansive strategy will be mitigated through best practices and meaningful dialogue to build a realistic and sustainable strategy.
- The project budget is being absorbed within the existing unit budget.
- The draft strategy will be released for community consultation in Q3.

### **Project Name: Radio Upgrades**

Lead: Mgr. Eric Janus

This project involves transitioning OPS to a new radio platform as the current system reaches the end of its service life.

### **Current Status: Progressing Well**

- A new contract with Bell was signed in December 2024.
- Transition to the new Ottawa Radio System (ORS) will take 18 months, with operations expected to begin in mid-2026.

### **Project Performance**

- Monthly radio fees are set to increase by 40% starting April 2025.
- Challenges include:
  - A migration path (old to new) that is not yet fully defined, which will impact how the 2000 radios are reprogrammed and whether they will need to be reprogrammed once or twice to complete the migration.
  - Physical complexity of the portable radios (hand-held) needing to be collected, submitted for reprogramming and then returned to active use, and the 450 mobile radios installed in police vehicles (that are used 24 x 7 and are deployed across the city).
  - Radio channel design updates as OPS introduces 4th. district, Parliamentary district, the mounted unit and expands Air support.



- All these challenges are anticipated to be addressed and delivered by end of Q2 2026 to support the move to South Campus, as planned.
- The City of Ottawa has hired a consulting firm, Federal Engineering to respond to lessons learned from the last major Radio upgrade program; Federal Engineering will provide project oversight and coordination as well as technical consulting services to the City and municipal partners affected by the upgrade to ORS.

**Next Steps include:**

- The City of Ottawa will provide a full briefing on the migration program for all municipal partners, providing direction on the overall program schedule, key milestones, and the role of each municipal partner in the upgrade program. The City of Ottawa has not yet set briefing dates.
- Site visits to OPS operations by program stakeholders (City, BMR, Federal Engineering).
- Key milestones to be communicated to OPS will include:
  - Timeframe for the initial testing of new radio programming.
  - Timeframe for portable radios and mobile radios to be reprogrammed and associated logistic requirements.
  - When key technical resources will be available from BMR to work with OPS on its transition tasks.
- OPS will then be able to finalize its project timeline, prepare to meet the key milestone dates, and get ready to handle all activities related to the migration steps.

**Project Name: Customer Service Review**

Lead: Supt. Chris Rheaume

A project aimed at identifying and improving public touchpoints within OPS to enhance service effectiveness.

**Current Status: Progressing Well**

- Project Initiation completed.
- Lansdowne Technologies has been retained to conduct the Phase 1 options analysis.
- Stakeholder assessment and requirements gathering are in the planning phase.

**Project Performance**

- The project has just been initiated, and Phase 1 activities are underway.
- A formal budget for implementation will be determined post-analysis.

- The next steps include structured planning and stakeholder engagement.

**Project Name: Police Helicopter: Joint Air Support Unit**

Project Lead Staff Sgt. Maureen Bryden

This project is progressing well.

In July 2024, the Province of Ontario announced the funding of a new H135 police helicopter for use by the Ottawa Police Service to keep roadways safe from organized auto theft, street racing and impaired driving. It will also be used for general frontline patrol, serious offences (e.g. active shooter incident) and missing persons searches. The helicopter's maintenance will be under a contract and paid for by the Province. The Ontario Provincial Police (OPP) will provide both the pilots and ground crew and there will be OPS Tactical Flight Officers paid for and trained by the OPP. The helicopter will be able to assist other police jurisdictions within eastern Ontario with major incidents. The project is progressing well under the direction of the Joint Air Support Unit (JASU), with a key focus on adopting a patrol-based operational model. In this model, the helicopter will be airborne as frequently as possible, carrying out routine patrols based on data-driven crime pattern analysis and intelligence. This proactive approach ensures the helicopter is positioned over areas that require aerial support, even without specific service calls. This method contrasts with the traditional response model, which only launches helicopters in reaction to specific service calls.

The Ontario Provincial Police (OPP) will manage and own the H135 helicopter, providing dedicated support to OPS for 5 years. Under the program, the OPS will staff five Tactical Flight Officers (TFOs), with funding for these positions included in the budget. The anticipated funding is expected to be secured by the first quarter of 2026, with the helicopter expected to arrive in May 2026. Full operational readiness is slated for October 2026, with five months allocated for the installation of police equipment and profiles.

We are currently working on radio interoperability with the OPP, Toronto Police Service (TPS), and Bell Mobility to ensure seamless communications.

A Memorandum of Understanding (MOU) for the JASU program is in draft form, with mutual assistance planned for major events, both planned and unplanned

**MONITORING & OVERSIGHT**

To ensure oversight of the Strategic Plan, the Board receives updates in line with established monitoring protocols directed by the CSPA and Board Policy. This includes semi-annual reports as outlined in the Board's calendar for monitoring.

The Command Team and Senior Leadership Team receive monthly updates and regularly monitor priority initiatives. This process involves continuous discussion on project risks to successful delivery. Given the dynamic nature of policing, it is expected that these initiatives will evolve. For this reason, the organization must enable an agile approach to delivery where the Chief and Command Team can reinforce their vision to foster a clear and shared understanding of the strategy.

## **PERFORMANCE MEASUREMENT**

Key Performance Indicators (KPIs) are important tools for tracking progress toward the Board's strategic objectives. They help guide discussions with the Board, senior leadership, and the community by highlighting successes and identifying areas for improvement. Monitoring and publishing performance measures promote transparency, accountability, and alignment, ensuring efforts are focused on shared priorities.

The OPS is working closely with the OPSB Executive Director to develop a KPI framework aligned with the Board's Strategic Direction. This framework focuses on meaningful metrics that reflect the Board's goals. It is designed to be both comprehensive and forward-looking, incorporating both current and future-focused metrics. A draft of the framework is currently in development. Once approved, a detailed plan—including costs—will be presented.

Strategic and Operational KPIs will be published as part of the Quarterly Performance Reports beginning in April and will continue to be refined with Board, Community and operational feedback.

As part of the Data Optimization Initiative, OPS has made significant progress in publishing publicly available crime and police statistics. Many of the KPIs in the proposed framework are already available on the Community Safety Data Portal (CSDP). The Ontario Information and Privacy Commissioner recently recognized this platform in their Transparency Showcase. The CSDP will continue to expand, providing easy access to operational data and incorporating feedback from the community, staff, and partners to help track the Strategic Plan's progress.

## **PROJECT MANAGEMENT**

We continue to work to enhance the Project Management capability of the service. ITS and Facilities, the OPS has a decentralized approach to project management. While this integration allows for dedicated management and specialized focus, a recognized need exists to expand this area to enhance overall strategic oversight and effectiveness.

With the ambitious plan carefully crafted by the Board, an increasingly mature approach to project and portfolio management will be essential to ensure success. To this end, OPS is investing in resources to enable this capability.

### **Strategic Project Portfolio Management (SPPM) Implementation**

Project management is a critical enabler of our strategic plan, ensuring that initiatives are executed with clarity, accountability, and alignment with organizational priorities. To strengthen this capability, we are advancing a Strategic Project Portfolio Management (SPPM) approach within the Strategy and Communications Directorate. This transition will provide the enterprise-wide structure needed to manage strategic initiatives with greater consistency and impact.

The SPPM function will establish the enterprise policy and framework necessary to drive standardized project execution, ensuring that all strategic initiatives are delivered effectively. We are actively working to build our project management team, with an employee transitioning into the Manager position and HR diligently posting the project manager positions. This proactive approach will ensure we have the right talent in place to oversee the delivery of the strategic project portfolio.

Key milestones, project progress, risks, and budget spending will be tracked and reported monthly to the Senior Leadership and Command Team, providing the transparency needed to support informed decision-making. The policy underpinning our strategic framework is also underway, laying the foundation for consistent and effective project management across the organization.

A crucial component of the implementation strategy is the operationalization and governance framework. The SPPM function within the Strategy and Communications Directorate will play a pivotal role in overseeing the implementation of these projects, collaborating with OPS Directorates to ensure direct leads are assigned to each project.

These leads will work in partnership with project managers to develop implementation plans and assign resources. In some cases, a Steering Committee will be formed to govern the project. Information will be gathered to report on key milestones, project progression, issues, areas of risk, and budget spending. By defining clear objectives, timelines, and resource allocation, effective project management will ensure that initiatives stay on track, risks are mitigated, and desired outcomes are achieved.

As the team is resourced and portfolio processes take shape, regular updates will be provided throughout the year to keep everyone informed of our progress and developments.

## **RISK MANAGEMENT**

The Strategic Plan and its associated projects are designed to advance our mission and better serve the community. While ambitious, these initiatives are carefully managed to mitigate challenges and ensure successful implementation.

Maintaining alignment with stakeholder expectations is key. Through continuous engagement and open communication, we refine initiatives, address concerns, and strengthen public support.

Operational excellence remains a priority. By focusing on service quality, employee support, and technological integration, we enhance efficiency and effectiveness.

A well-managed workforce and financial strategy are essential. Filling key positions and managing project finances ensure we have the capacity to execute initiatives successfully.

At the heart of our efforts is public trust. Through transparency, representation, and balanced policing, we strengthen relationships and reinforce our commitment to the community.

However, achieving these objectives requires proactively identifying and mitigating risks that could impact long-term success.

### **Strategy Alignment**

As part of ongoing efforts to strengthen execution, a Strategy Alignment Session was convened in February to assess project risks, reinforce priorities, and ensure alignment with long-term objectives. The session provided a structured forum for the Chief, Command Team, project leads and other key stakeholders to review progress and discuss challenges and mitigation strategies.

During this session, project leads and enablers (HR, Finance, Facilities and IT) identified key risks and issues that may impact execution and strategic objectives.

- **Resourcing:** Staffing shortages continue to impact project execution and frontline operations, creating capacity constraints. The concentration of oversight among a few individuals limits scalability, while leadership succession gaps remain a challenge.
- **Financial:** Budget constraints, grant spending timelines, and evolving funding requirements challenge the alignment of financial resources with organizational priorities. External economic factors, including inflation and rising capital costs, further impact financial planning and sustainability.

- **Compliance:** New and evolving legislative requirements, such as the Community Safety and Policing Act (CSPA), necessitate ongoing policy development, governance adjustments, and workforce training. Compliance gaps could lead to operational delays and increased oversight.
- **Public Trust:** Growing public expectations increase demands for transparency, data-driven decision-making, and community engagement. Balancing these expectations while maintaining operational capacity remains a key challenge.
- **Operational:** The volume and complexity of concurrent initiatives pressure organizational capacity. Without clear prioritization, delays, resource strain, and implementation fatigue can occur, potentially impacting long-term sustainability.

### **Risk Mitigation**

To address these risks, OPS implements structured governance and monitoring mechanisms:

- Risk indicators are centrally tracked, with regular updates to the Senior Leadership for proactive decision-making.
- Workload redistribution and prioritization efforts optimize staffing and ensure key projects receive adequate support.
- Mid-year financial reviews, targeted infrastructure investments, and funding oversight strengthen financial sustainability.
- Strengthened internal communication and structured implementation frameworks enhance adaptability and minimize disruptions.
- An agile project management framework is being developed to ensure timely and efficient execution, aligning resources with strategic priorities.

As priorities evolve, leadership capacity is being strengthened, project management staffing expanded, and strategic recalibrations made to optimize resources and ensure continued progress.

### **CONSULTATION**

Consultations are ongoing across all strategic projects, ensuring that the diverse perspectives of multiple stakeholders—including elected officials, community associations, BIAs, provincial and federal partners, racialized and marginalized communities, and internal members—are considered.

Each project lead has actively engaged their respective stakeholders to advance their initiatives and gather public input. These efforts will continue throughout the life of the projects, ensuring transparency, inclusivity, and informed decision-making. Strategic

communication planning will support these engagements, ensuring consistency, accessibility, and alignment with broader organizational objectives.

Multiple communications plans are in development to ensure public and member awareness of these projects. The OPS communications team supports the commitment to build a modern, community-focused police service that reflects the values of trust, accountability, and operational excellence. Effective communication is a critical component in achieving this vision, ensuring that the public, stakeholders, and OPS members are informed, engaged, and confident in the service's direction. OPS will communicate its priorities, including the district policing model, enhanced community partnerships, and the integration of new technology and infrastructure, among others, to improve public safety and service delivery.

### **FINANCIAL IMPLICATIONS**

The OPS financial team prioritizes effectively supporting the OPS strategic plan projects. With their assistance, concrete and positive results are being achieved in early 2025, such as the recent signing of the Contribution Agreement for the Parliamentary District Policing Program. This is a significant accomplishment for OPS to celebrate.

Key financial takeaways are being reported at the project level, as each project circumstance is unique. Therefore, please refer to each project narrative for the respective project financial update.

An update on these financials will be provided as part of the Q1 2025 Financial Report in April.

### **CONCLUSION**

In conclusion, the strategic projects outlined in this report represent a significant investment in the future of policing in Ottawa, addressing critical needs across district policing, staffing, and innovative approaches to mental health and public safety. A great deal of work has gone into the development and execution of these projects, and while challenges remain, the progress achieved thus far is commendable. The dedication and passion driving these initiatives are evident, as is the recognition that change management and capacity building are ongoing processes that require continual attention.

These projects are necessary and essential for modernizing our police service. They serve as the blueprint for a more responsive, effective, and community-focused policing model. From the district policing model to specialized units and enhanced data

capabilities, each initiative is carefully designed to meet the evolving needs of our community while ensuring public trust and accountability.

However, to sustain this progress and ensure the long-term success of these projects, sustainable funding in future budget processes is critical. Continued investment from all levels of government is essential to maintain momentum, address staffing shortages, and implement the necessary infrastructure to support these changes.

As we move forward, it is imperative that we remain focused on our strategic goals, monitor progress closely, and adapt to emerging challenges. With the right resources and unwavering commitment, the Ottawa Police Service can continue to build a safer, more engaged community, one that reflects the trust and confidence of the people it serves.