

Report to / Rapport au:

**OTTAWA POLICE SERVICE BOARD
LA COMMISSION DE SERVICE DE POLICE D'OTTAWA**

28 July 2025 / 28 juillet 2025

Submitted by / Soumis par:

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SUBJECT: STRATEGIC PLAN 2024-2027

OBJET: PLAN STRATEGIQUE 2024-2027

REPORT RECOMMENDATION

That the Ottawa Police Service Board approve the attached updated Strategic Plan 2024-2027.

RECOMMANDATION DU RAPPORT

Que la Commission de service de police d'Ottawa approuve le Plan stratégique 2024-2027 mis à jour ci-joint.

BACKGROUND

Under Section 39 of the *Community Safety and Policing Act, 2019* (CSPA), police service boards must develop a strategic plan that defines how adequate and effective policing will be delivered, and that sets outcome-oriented objectives and performance indicators across specified thematic areas (e.g., crime prevention, community satisfaction, youth interactions, road safety). Serving as the Board's primary governance instrument, the strategic plan guides policy development, budget allocations, audit priorities, and reporting requirements, ensuring coherence and alignment across all activities.

The initial version of this Strategic Plan was developed under the leadership of then-Chair Dr. Gail Beck, following extensive consultations throughout 2023. Over 3,000 residents, community organizations, stakeholders, and Service members provided input through surveys, forums, and targeted discussions, culminating in the Plan's adoption in November 2023.

With the entry into force of the CSPA on April 1, 2024, additional requirements necessitated an update to the strategic plan. Specifically, the Board was required to clearly articulate the Service's core policing functions and priorities, define outcome-oriented strategic objectives in specific thematic areas, and establish performance measures to meet the Act's new standards. In response, the Board convened a strategic planning retreat on November 17, 2024, to update the objectives and ensure compliance with legislative requirements and continued responsiveness to community expectations. During the retreat, Board members reviewed both the original community feedback from 2023 and a range of more recent data, including updated public perception survey results and current police statistics. Taken together, this process ensured that the revised strategic objectives remained closely connected to the community's original input, while also being grounded in current evidence and responsive to the evolving needs and expectations of Ottawa's residents.

Following the retreat, the Board collaborated with the Ottawa Police Service to develop a strategic performance monitoring framework. This framework was built on up-to-date analysis of crime trends, public perception data, reflecting best practices in police governance. Both the revised Strategic Plan and the accompanying performance measurement framework were then subjected to an additional round of consultations with the Community Equity Council (CEC) between May and June 2025. Feedback from CEC prompted additional improvements to the plan, particularly around partnership recognition, collaborative language in crime prevention, and equity-focused performance indicators.

The resulting Strategic Plan 2024–2027 integrates community input, legislative requirements, and best practices. It represents the key instrument through which the Board, as the civilian oversight authority for policing in Ottawa, translates community expectations into strategic direction for the Ottawa Police Service.

DISCUSSION

The Strategic Plan 2024–2027 presented for adoption represents a substantial evolution from the version first adopted by the Board in November 2023. While the four priority areas – Enhancing Community Safety; Building Trust through Strong Partnerships; Strengthening our Commitment to Human Rights; and Supporting a Resilient, Thriving Membership – have been retained, the revised plan introduces several key additions and refinements to ensure full alignment with the CSPA and to strengthen the Board's oversight.

Strategic Framework for Adequate and Effective Policing

A major addition to the plan is the inclusion of a *Strategic Framework for Adequate and Effective Policing in Ottawa*, which directly fulfills the requirements outlined in section 39(1) of the CSPA. This framework provides a clear statement of how the Board will ensure the provision of adequate and effective policing in Ottawa, aligned with the needs of its diverse population [s. 39(1)1]. It responds directly to the Inspector General of Policing's call for police service boards to proactively articulate a local interpretation of "adequate and effective policing." In doing so, the framework centres the principles of the Community Safety and Well-Being (CSWB) approach and affirms the Ottawa Police Service's District Revitalization Program as vital to achieving the Board's vision for equitable, community-responsive policing.

Outcome-Oriented Strategic Objectives Aligned with Legislative Requirements

A key enhancement in the updated plan is the articulation of clear, outcome-oriented strategic objectives under each of the four priority areas. These objectives were developed to meet the CSPA's requirement that police service boards establish measurable priorities and goals related to the core functions of policing. The revised objectives specify the intended outcomes the Board expects the Service to work toward – such as reductions in victimization, improvements in public trust, equitable treatment across communities, and a healthier, more resilient workforce. This focus on outcomes enables the Board to exercise more meaningful oversight, and it provides the Service with a clear framework for aligning operational planning, resourcing, and evaluation with strategic goals.

Strategic Performance Monitoring Framework

The updated plan also includes a new *Strategic Performance Monitoring Framework* that defines how progress will be monitored across all four priority areas. Each strategic objective is now linked to specific Key Performance Indicators (KPIs), which provide the Board with a structured and transparent mechanism to assess progress, support evidence-based decision-making, and guide continuous improvement. Where possible, measurable targets have been established for these indicators to support clarity and accountability. However, several indicators – particularly those requiring new forms of data collection – are still being developed in collaboration with the Service, as they require the establishment of new baselines and data systems.

This a living framework: as implementation proceeds, KPIs and targets will be reviewed and refined based on operational feedback, emerging challenges, and lessons learned. The framework will be revisited during scheduled reviews of the Strategic Plan to ensure that it remains both practical and aligned with community expectations and the evolving realities of policing in Ottawa.

CONSULTATION

The Strategic Plan 2024–2027 is the product of a multi-phase consultation process spanning two years. Initial engagement in 2023 involved over 3,000 residents, community groups, City Councillors, and Service members through surveys, interviews, and roundtables. Following the CSPA's entry into force in April 2024, the Board undertook further consultations, including a strategic retreat and a review of updated public perception data and police statistics to refine objectives and align with new legislative requirements. Between May and June 2025, the CEC provided detailed feedback on the revised plan and performance measures, resulting in several key improvements – particularly around partnership recognition, equity, and shared responsibility for safety. These consultations have ensured that the plan is inclusive, evidence-based, and responsive to Ottawa's evolving policing needs.

FINANCIAL IMPLICATIONS

While there are no immediate financial impacts resulting from the approval of the Strategic Plan itself, the plan is expected to guide all future resource decisions and budget submissions.

The Ontario Civilian Police Commission (OCPD) has emphasized that a police service board's strategic plan should serve as a starting point for establishing an annual budget. Under Section 79 of the CSPA, the Chief of Police is required to administer the police service in accordance with the Board's strategic plan. In turn, the Board is responsible for preparing a budget that ensures compliance with the Act – which includes ensuring that the Chief has the necessary resources to implement the strategic plan. Accordingly, the Strategic Plan 2024-2027 provides the framework for prioritizing investments, assessing resource requests, and aligning financial planning with defined community safety outcomes.

Resource needs associated with its implementation will be addressed through annual budgeting processes.

SUPPORTING DOCUMENTATION

Document 1 – Strategic Plan 2024-2027

Document 2 – Strategic Portfolio At A Glance

CONCLUSION

The updated Strategic Plan 2024-2027 marks a significant step forward in how the Ottawa Police Service Board fulfills its responsibilities under the CSPA. Grounded in legislative requirements, shaped by extensive community engagement, and strengthened through collaboration with OPS, the plan articulates a shared vision for safety, trust, equity, and organizational health. Its adoption will position the Board to maintain effective civilian oversight, monitor outcomes transparently, and guide resource decisions.