

OTTAWA POLICE SERVICE BOARD

STRATEGIC PLAN 2024-2027



LAND ACKNOWLEDGEMENT

Honouring

**THE ANISHINABE ALGONQUIN NATION,
FIRST NATIONS, INUIT AND MÉTIS PEOPLES**

Ottawa is built on un-ceded and unsurrendered Anishinabe Algonquin territory.

The peoples of the Anishinabe Algonquin Nation have lived on this territory for millennia.

Their culture and presence have nurtured and continue to nurture this land.

We pay respect to the Algonquin people, who are the traditional guardians of this land.

We pay respect to all Indigenous people in this region, from all nations across Canada,
who call Ottawa home.

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INTRODUCTION

In Ottawa, the Police Service is governed by the Ottawa Police Service Board (OPSB). Established under provincial legislation, the Board represents the public interest in ensuring effective, efficient, and community-responsive policing in Ottawa. One of the key ways the Board fulfills this mandate is through the development of a Strategic Plan, which sets the overarching priorities and direction for the Ottawa Police Service over a four-year period.

The 2024–2027 Strategic Plan has been developed by the Board with input from the community, stakeholders, and members of the Service. It is grounded in data and informed by community and member engagement, crime statistics, and internal performance metrics. The Plan outlines the Board's expectations for the Service's focus areas, operations, and resource allocation, while establishing a framework for oversight and accountability.

This document reflects how the Board has listened to the voices of residents, community partners, and Service members, and how those perspectives have shaped the strategic direction of the Ottawa Police Service. It is intended to provide clarity on policing priorities to all residents of Ottawa, members of the Service, and our partner organizations.

WHAT'S IN IT?

This document, developed by the Ottawa Police Service Board in collaboration with its partners, outlines the Board's strategic direction for policing in Ottawa over the next four years. It includes the Service's vision, mission, and values; an overview of the current state of crime and policing in the city; and a detailed summary of the Board-led planning process, including engagement with the community, stakeholders, and Service members. The plan also sets out the Board's strategic priorities and the key initiatives the Service will undertake to achieve the intended outcomes.

WHAT WILL IT BE USED FOR?

The Strategic Plan sets out the Ottawa Police Service Board's direction for the Ottawa Police Service. It provides members of the public, the Service, and the Board with a clear understanding of the priorities that will guide policing decisions and resource allocation. Developed with meaningful input from the community, this plan outlines the objectives and initiatives the Service is expected to implement and establishes a framework for accountability. It also shows how public feedback has shaped the Board's priorities, encouraging continued engagement in the oversight and evolution of policing in Ottawa.



VISION, MISSION AND VALUES

The Ottawa Police Service Board endorses the following vision, mission, and values of the Ottawa Police Service, which reflect its commitment to community safety and public trust. These foundational statements guide the Board's strategic direction for the Service over the next four years.

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

MISSION: To protect the safety and security of our communities.

VALUES: Our Values of Honour, Courage and Service guide OPS members' actions, behaviours and professionalism in achieving our vision and mission.



PRIORITIES FOR 2024-2027

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**

ABOUT THE OPSB

The Ottawa Police Service Board is a seven-member civilian body, mandated under Ontario's Community Safety and Policing Act, 2019, to oversee the Ottawa Police Service (OPS) and ensure the delivery of policing that meets community expectations for quality, equity, and responsiveness.

As the public's-chartered guardian in policing, the Board leads in defining the objectives and priorities for policing in Ottawa. Guided by community and stakeholder engagement, and in close collaboration with the Chief of Police, the Board ensures that strategic direction is not only well-grounded but publicly informed.

Key responsibilities include:

- Setting the strategic direction and annual policing priorities for the OPS
- Hiring the Chief and the Deputy Chiefs
- Monitoring and reviewing the Chief's performance
- Approving the OPS's annual operating and capital budgets

Through this Strategic Plan, the OPSB articulates its expectations for the OPS over the next four years—providing both leadership and oversight while aligning police operations with the values and safety needs of Ottawa's communities.

THE BOARD



**SALIM
FAKIRANI**



**MARTY
CARR**



**CATHY
CURRY**



**STEVE
DESROCHES**



**DAVE
DONALDSON**



**PETER
HENSCHEL**



**MICHAEL
POLOWIN**

MESSAGE FROM THE CHAIR

OTTAWA POLICE SERVICE BOARD

On behalf of the Ottawa Police Service Board, I am honoured to present the 2024–2027 Strategic Plan for the Ottawa Police Service.

This plan is the product of extensive engagement, thoughtful reflection, and a shared commitment to public safety and trust. It lays out the priorities and desired outcomes that will guide our oversight work, ensure responsible policing, and strengthen the Service's ability to meet our city's diverse needs.

I would like to extend special recognition to Dr. Gail Beck, former Chair of the Board, whose leadership initiated the development of this plan. Dr. Beck's steadfast dedication to community safety, equity, and good governance laid the foundation for this important work. We are grateful for her service and vision.

To the hundreds of community members, advocacy groups, service partners, and residents who took the time to provide input—thank you. Your experiences, concerns, and aspirations shaped this plan and grounded it in the lived realities of Ottawa's people. Your voice is reflected on every page.

I also wish to thank the dedicated members of the Ottawa Police Service—sworn and civilian—who contributed to the planning process. Your frontline insights, operational expertise, and commitment to professional policing are critical to translating these priorities into meaningful change.

The Board looks forward to working with the Service and our community partners to implement this plan with transparency, integrity, and shared purpose. Together, we can ensure a police service that is accountable, equitable, and responsive to all.

Salim Fakirani

CHAIR, OTTAWA POLICE SERVICE BOARD

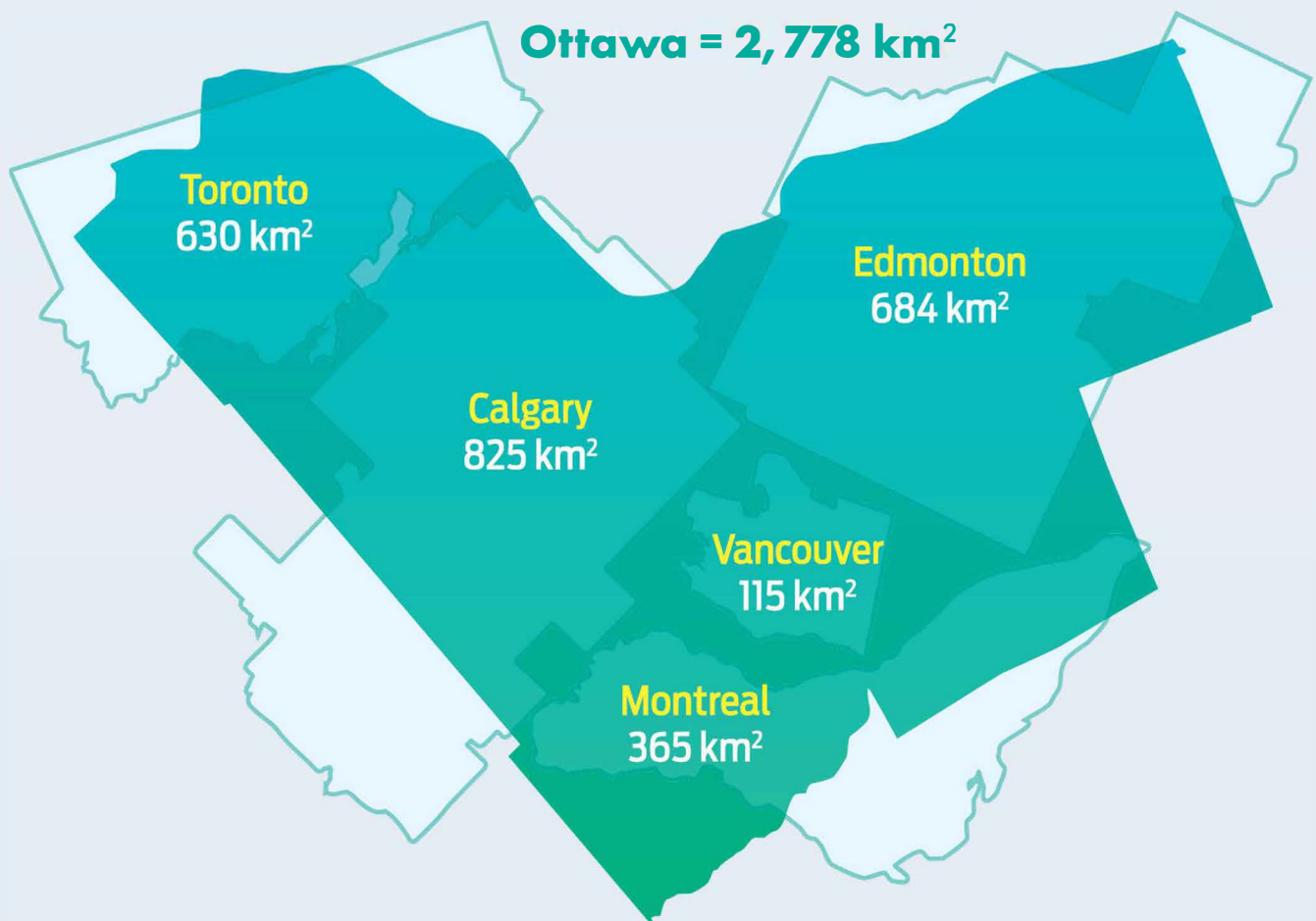


ABOUT OTTAWA POLICE SERVICE

The Ottawa Police Service (OPS) comprises three police divisions (west, central, and east), with police supervisors assigned to each area and 2,183 employees (1,494 police officers and 689 civilians) serving over 1 million residents within the City of Ottawa. The service covers 19 patrol sectors in the city, with 632 police vehicles in the fleet. Across the city, there are 20 police stations and facilities, 3 of which OPS officers provide security support.

Each year, the service receives over 650 applications for police recruits from diverse backgrounds. The service includes officers who are fluent in over 55 languages, which allows them to better serve diverse communities.

Our Community Policing Philosophy is to implement a problem-oriented policing approach, include the community as an active partner in problem-solving and crime prevention as quickly as possible, and evaluate the current community-based activities of the Ottawa Police, keeping only those that further advance our goals in achieving these priorities.



MESSAGE FROM THE CHIEF

OTTAWA POLICE SERVICE

I want to thank the Ottawa Police Service Board for their collaboration with the Ottawa Police Service in developing the 2024–2027 Strategic Plan. This plan gives us a clear, community-informed direction that will focus on a stronger and resilient Ottawa Police Service and ultimately, a safer city.

The 2024-2027 Strategic Plan reflects the diverse perspectives of the people who live and work in Ottawa. Community members, front line partners, and members of our own Service brought forward valuable insights based on their lived experiences and day-to-day realities. Their contributions helped shape a plan that is practical, forward-looking, and rooted in the needs of our city. I want to thank everyone who took the time to share their input. Your contributions have guided our path forward.

At the Ottawa Police Service, we're using this plan to shape our priorities and improve the way we serve. It lays out four key areas that now anchor our efforts across the organization:

- Enhancing Community Safety by increasing visibility, improving response times, and working proactively to prevent crime
- Building Trust Through Strong Partnerships by listening, engaging, and working collaboratively with our community
- Advancing and Supporting a Resilient and Thriving Membership by investing in the wellness, leadership, and growth of our people
- Strengthening our Commitment to Human Rights, Equity, Diversity, and Inclusion through accountability, training, and meaningful action

Our 32 strategic initiatives are aligned with the plan's vision that includes District Policing that will have a renewed focus on community policing. As well, our Staff Stabilization Plan, increasing our Special Constables throughout the city, the creation of a Parliamentary Precinct, a new Mounted Unit, body worn cameras and enhanced oversight to name a few.

This is a road map we believe in. It helps us stay focused on what matters most: keeping people safe, supporting our members, and earning the trust of our city, every day.

To our members, thank you for your ongoing dedication. To the Board, thank you for your partnership and oversight. And to the people of Ottawa, thank you for your honesty, engagement, and continued belief that we can build a better service together.

Eric Stubbs

CHIEF, OTTAWA POLICE SERVICE



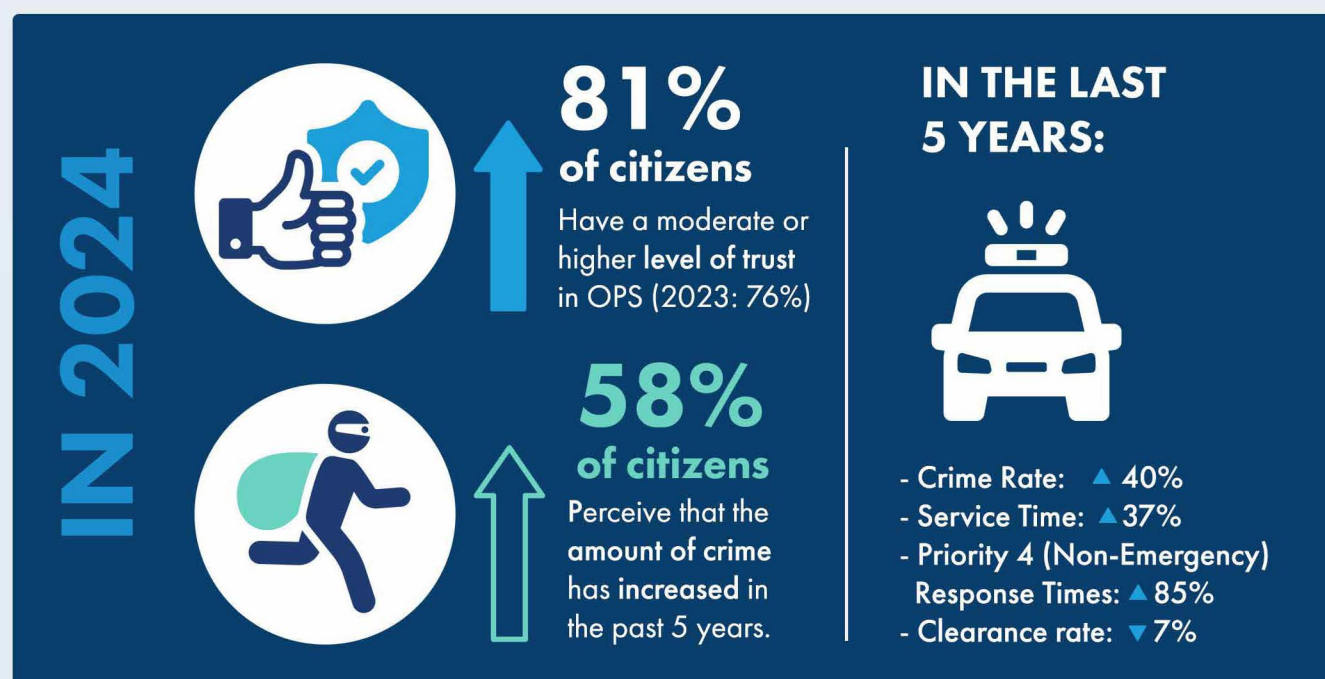
STRATEGIC CONTEXT

In 2022, the Ottawa Police Service Board underwent a renewal of its board membership. Later that year, in October, the Board and the Ottawa Police Service welcomed Eric Stubbs as Chief of Police. Together, this leadership brings a renewed focus on strong governance, operational excellence, and accountable policing. The Board remains committed to ensuring that the Service continues to deliver adequate and effective policing to more than one million residents in Canada's capital.

THE CITY OF OTTAWA'S POPULATION CONTINUES TO GROW AND DIVERSIFY.

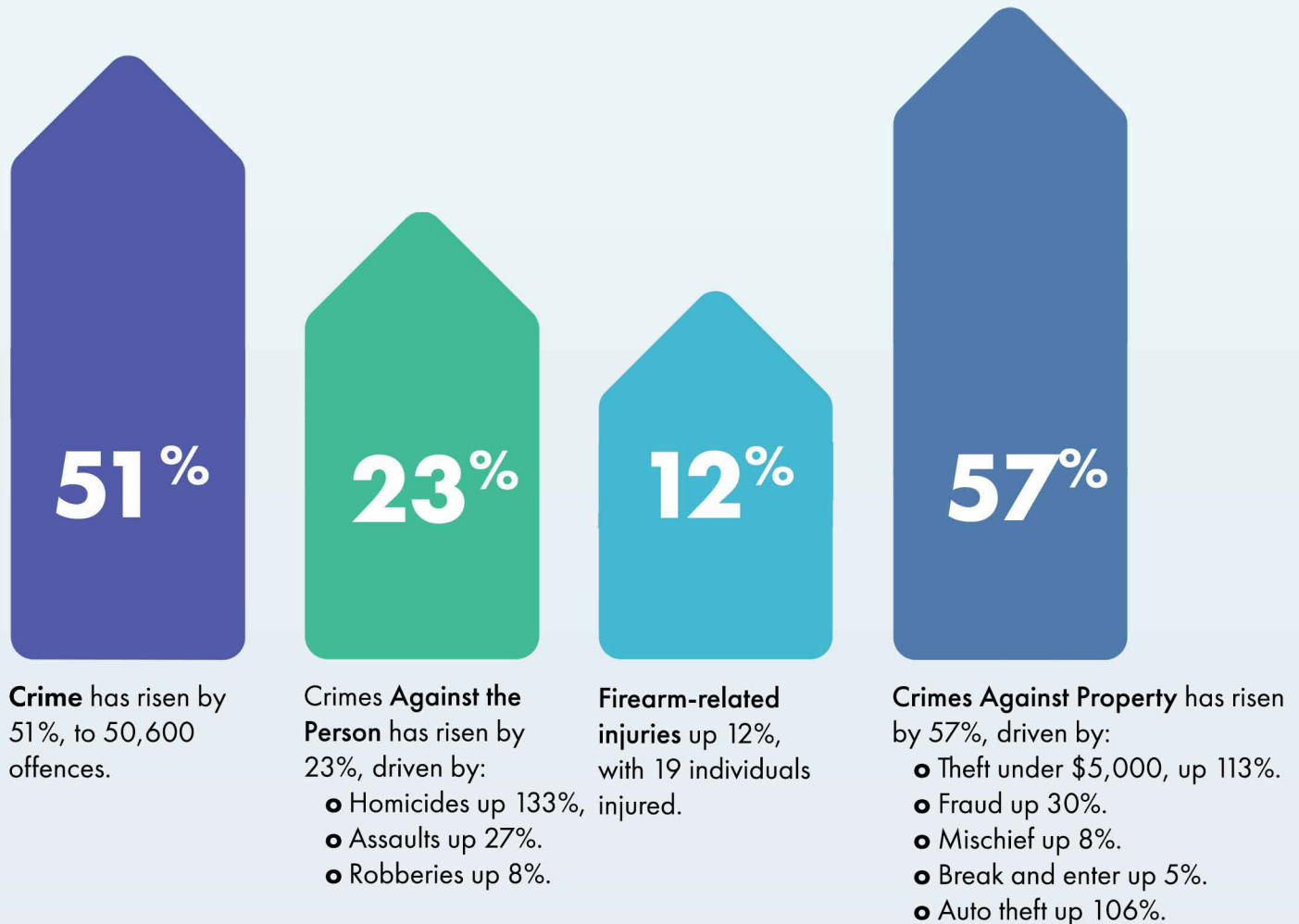
- According to the 2021 Census, Ottawa's population surpassed one million, with a growth rate of approximately 8.9% between 2016 and 2021, outpacing the national average of 5.2% growth during the same period. This expansion is primarily driven by immigration.
- Linguistic diversity is another key characteristic of Ottawa, where approximately 38% of the population is bilingual in English and French, and 22% of residents identify French as their first language. Additionally, a significant portion of Ottawa's residents being foreign-born. Ottawa is also home to significant racialized populations (26.3%), with South Asian, Black, and Chinese communities being the largest groups.
- The Indigenous population in Ottawa includes First Nations, Inuit, and Métis communities, who collectively make up 3.5% of the city's population. These demographic trends highlight the need for public services, including policing, to adopt culturally responsive approaches that address the needs of Ottawa's increasingly diverse and multilingual population.

(Source: Statistics Canada, 2021 Census of Population.)



THE OPS CONTINUES TO EXPERIENCE INCREASES IN OPERATIONAL PRESSURES.

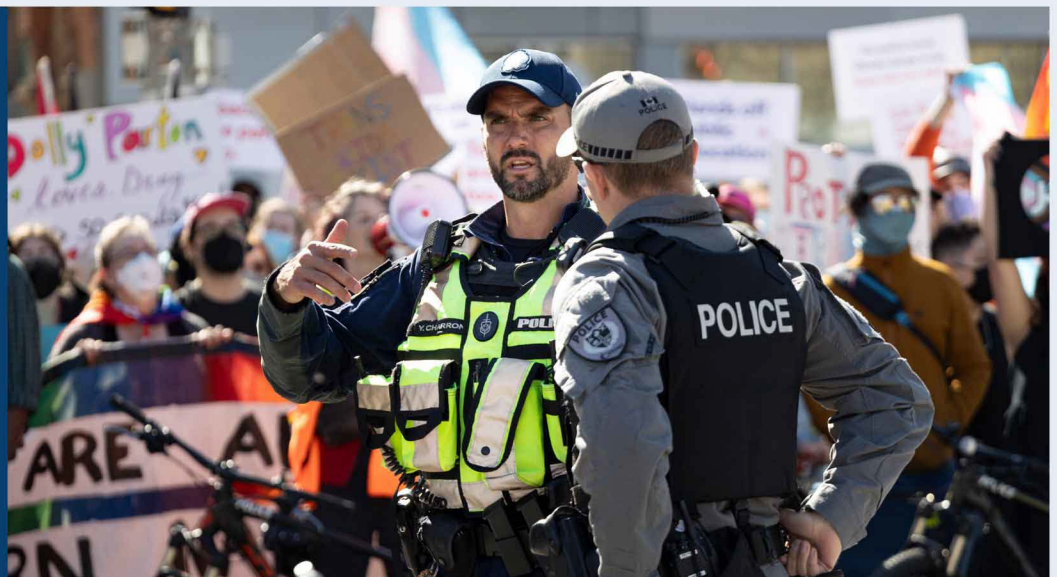
Crime between 2020 and 2024:



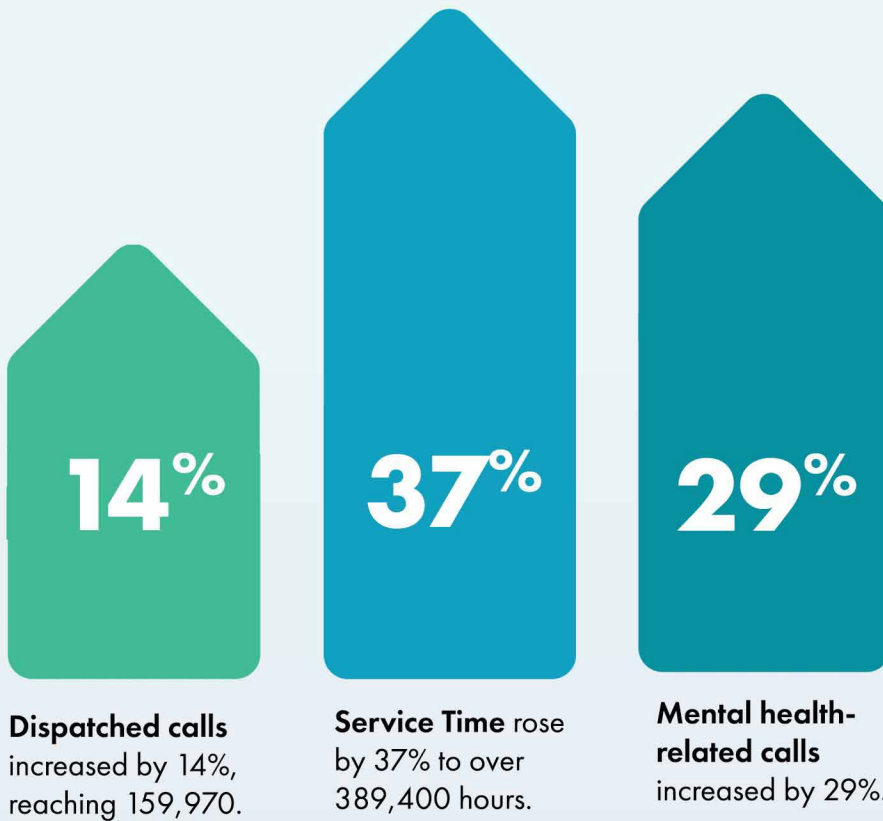
CLEARANCE RATE

Declined by 7% to 26%.

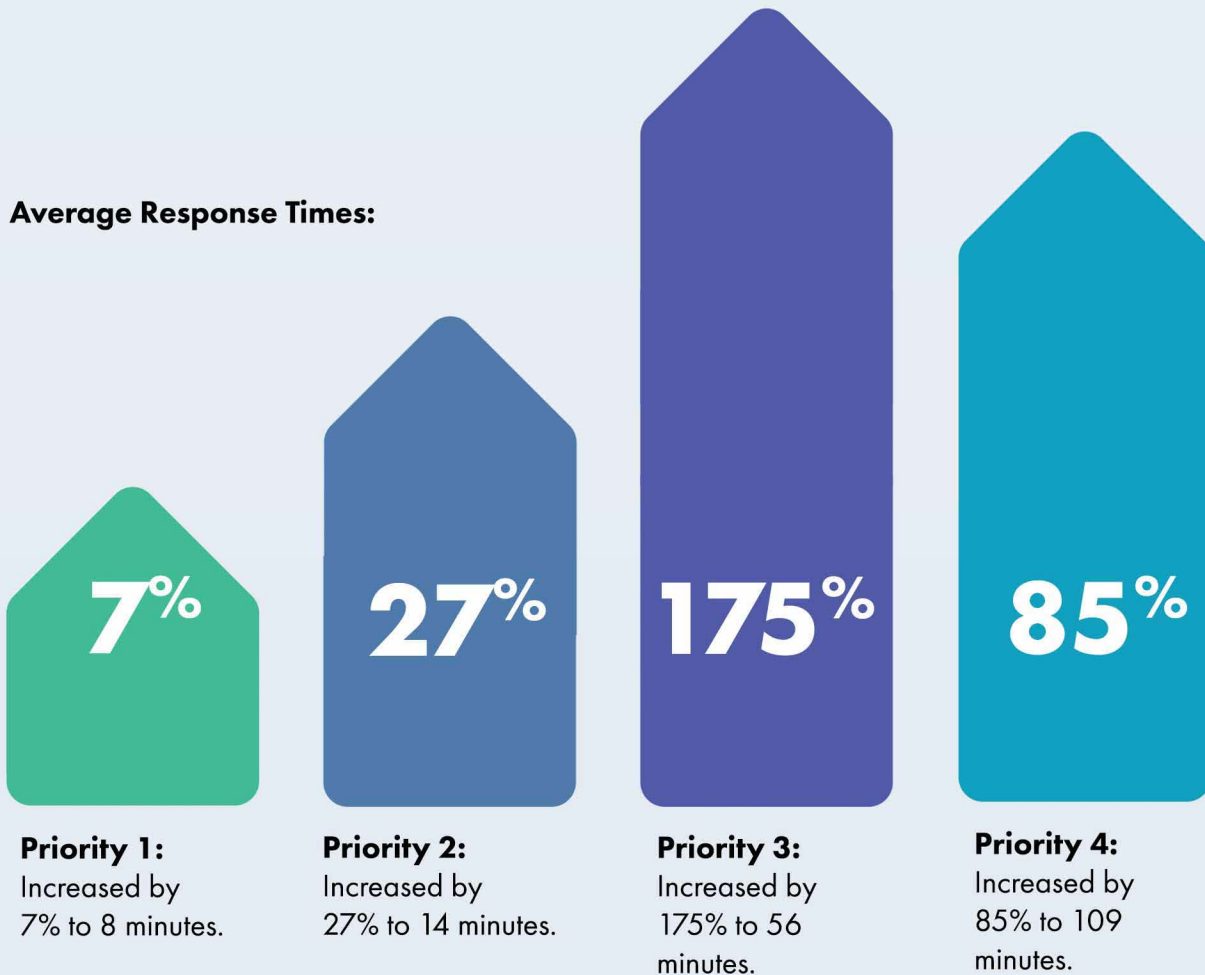
7%



Calls for service between 2020 and 2024:



Average Response Times:



DEVELOPING THE STRATEGIC PLAN

The strategic planning approach was refined by the Ottawa Police Service Board to align with the implementation of Ontario's Community Safety and Policing Act (CSPA). While the CSPA builds on the foundation of previous legislation, it introduced new requirements that prompted the Board to enhance aspects of its strategic planning process. These changes place greater emphasis on collaboration, transparency, and accountability between police services and the communities we serve.

This plan is informed by a comprehensive environmental scan, extensive community and stakeholder engagement, and detailed analysis of operational and performance data, and is a culmination of all these efforts and factors—bringing together key insights to guide the strategic direction of policing in Ottawa over the next four years.



ENVIRONMENTAL SCAN

The purpose of the Environmental Scan 2023 was to gather information regarding internal and external factors that are likely to affect the delivery of policing services over the next few years.

The report provided an outlook on factors relating to political and economic conditions, societal shifts, technological innovations, legislative changes, environmental impacts, global issues of local reach, and demographics.



CONSULTATIONS

For both the Board and the OPS, consultation is a deliberate and ongoing effort to hear from all segments of the community—openly, respectfully, consistently, and through multiple channels. As part of its legislated responsibility to set policing priorities, the Board led an extensive engagement process in collaboration with the Ottawa Police Service to ensure the strategic direction reflects the evolving needs of Ottawa’s diverse communities.

These consultations and engagement were carried out through a combination of formal and informal mechanisms, including outreach by the Board Chair and Members, the Chief, public meetings, and input gathered through City Councillors and the OPS Neighbourhood Policing Directorate. The Service also contributed to this process through OPS-managed social media platforms and by commissioning the independently administered OPS Public Benchmark Survey.

Consultations were broad and inclusive, reaching residents in urban, suburban, and rural areas, with a particular focus on engaging racialized and Indigenous communities. In total, input was gathered from more than 3,600 individuals—including residents, stakeholders, community advocates, business owners, elected officials, and OPS members.

Engagement took place through:

- Public surveys
- Community forums
- Small group discussions
- One-on-one interviews
- Third-party polling
- Social media sentiment analysis
- Media coverage reviews

The Board is especially grateful to the Community Equity Council for its thoughtful engagement throughout this process. Their contributions supported both the development of this Strategic Plan and the Performance Management Framework, helping to embed equity and accountability into the Board’s oversight approach.

Through this collaborative and multidimensional approach, the Board has ensured that both broad public trends and specific community concerns are reflected in the priorities set out in this Strategic Plan. This effort represents a shared commitment by the Board and the Service to build a more responsive, inclusive, and community-informed approach to policing in Ottawa.

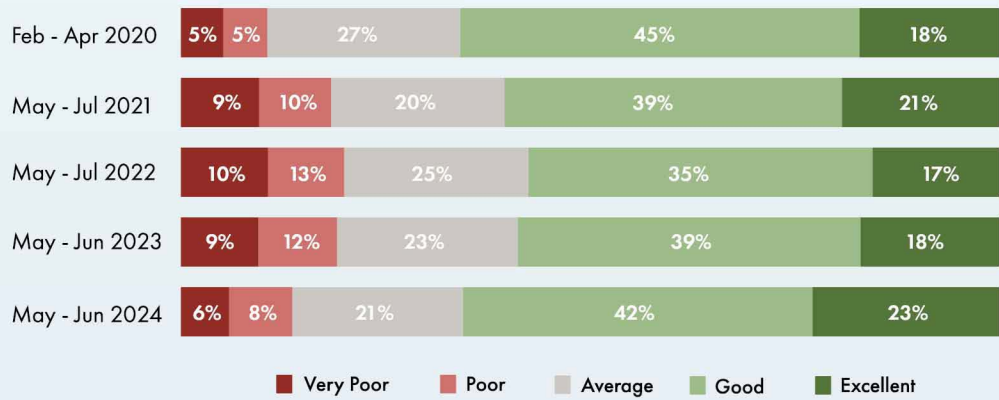


COMMUNITY SURVEY HIGHLIGHTS

A total of 3,100 residents participated in the 2024 OPS Benchmark Survey, conducted by Advanis Market and Social Research using a consistent methodology across jurisdictions. This enables year-over-year and cross-jurisdictional comparisons.

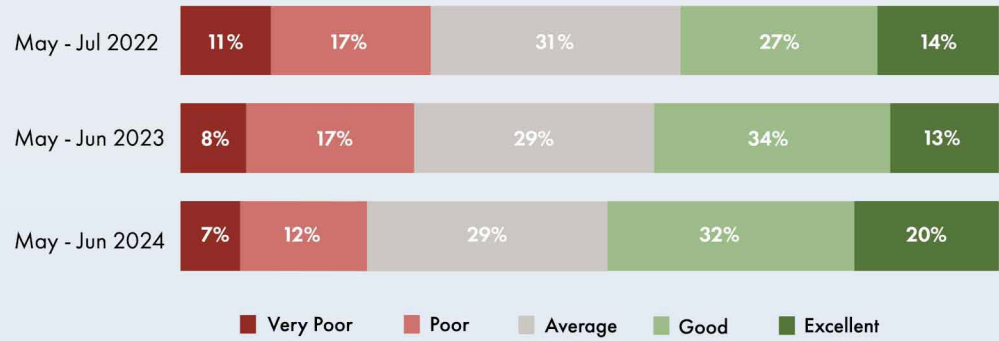
Key findings include:

IMAGE 1 - OVERALL JOB OF POLICE IN YOUR COMMUNITY



- **Perceptions of OPS performance** have returned to pre-COVID levels, reaching a five-year high in the number of respondents rating OPS performance as “Good” or “Excellent”

IMAGE 2 - WHAT LEVEL OF TRUST DO YOU HAVE IN THE OTTAWA POLICE SERVICE?



- **Public trust in the OPS** has steadily increased since it was first tracked in 2022.

IMAGE 3 - OVERALL JOB OF POLICE IN YOUR COUNTRY



- **Trust in police services nationally** is also trending upward.

IMAGE 4 - CHANGE IN AMOUNT OF CRIME IN YOUR COMMUNITY IN PAST 5 YEARS

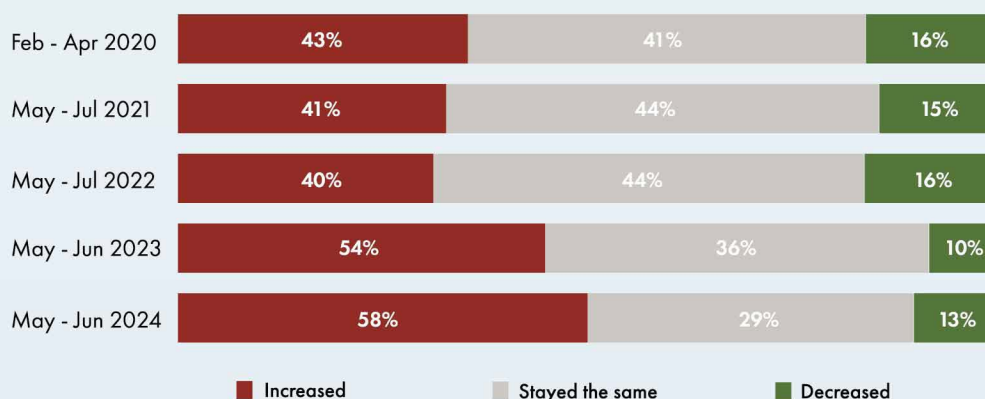
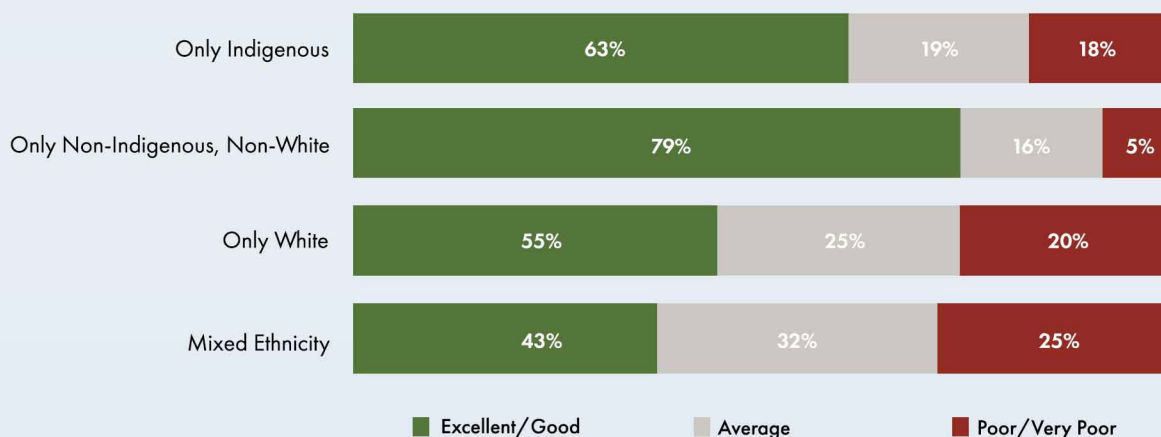


IMAGE 5 - HOW SAFE WHEN WALKING ALONE IN YOUR COMMUNITY AFTER DARK



- Interestingly, while many community members reported a **perceived increase in crime over the past two years**, they also expressed a **greater sense of safety** when walking alone at night.

- Demographic analysis revealed that **non-Indigenous, non-white residents** tended to rate OPS more favourably than white or mixed-ethnicity residents.

SHIFTING PUBLIC PRIORITIES (2022 - 2024)

Survey results identified some significant shifts in where community members perceive OPS should focus its resources. Note that this table identifies shifts in focus, not the highest-ranked areas of focus.

PRIORITY AREA	2022	2024	CHANGE
Organizational Reform (e.g., leadership, disarming)	48%	14%	-34%
Improving Member Conduct (e.g., professionalism)	26%	14%	-12%
EDI Hiring and Training	19%	9%	-10%
Public Safety and Crime Prevention	24%	38%	+14%
Property Crime	4%	14%	+10%
Opioid Crisis	8%	16%	+8%

This shift suggests a growing community appetite for visible policing, crime prevention, and reduced emphasis on internal reform initiatives. The constant top priority not included in this list is the emphasis on OPS’s community engagement in various forms, which has remained steady at 23% (2022) and 22% (2024).



INTEREST HOLDER ENGAGEMENT INSIGHTS

Beyond public polling, the Ottawa Police Service led in-person engagement sessions with key stakeholder groups as part of the broader consultation process. The Board acknowledges and appreciates the Service's efforts in facilitating some of these important conversations. Below is a summary of the feedback gathered through those sessions.



Top five priorities:

- Road safety and traffic enforcement
- Alternative responses to mental health crises
- Increased officer presence and visibility
- Strengthened community engagement
- Addressing gun violence, gangs, and organized crime

Key concerns and priorities:

- Workforce management and declining job satisfaction
- Recruitment, retention, and professional development
- Need for a modernized work environment
- Building internal trust and improving communication
- Advancing community policing and meaningful EDI progress





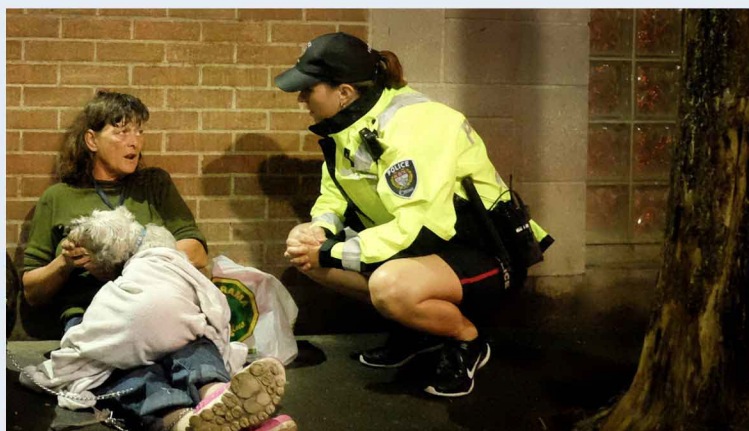
Neighbourhood Policing Directorate – Community Consultations

Key community-identified crime and safety concerns:

- Drug-related activity and violence
- Property crime
- Violent crime
- Human trafficking and apartment takeovers
- Youth safety and traffic concerns
- Specific safety concerns in Chinatown, around religious institutions, and within Ottawa's Asian communities

Recurring public concerns include:

- Traffic safety (most frequently cited)
- Auto theft
- Youth crime
- Hate incidents and hate crime
- Cybercrime and online exploitation
- Sexual assault and intimate partner violence
- Gun, gang, and drug violence
- Overdose, addictions, and mental health



General Community Themes (via Polling and Forums)



When asked what would make Ottawa safer for all, respondents identified top priorities:

1. A trusted and effective alternative mental health response model
2. Sustained community policing based on trust and presence
3. Continued commitment to traffic safety
4. An integrated violence against women strategy
5. A comprehensive youth strategy



STRATEGIC ALIGNMENT

The Ottawa Police Service Board's Strategic Plan reflects and responds to the insights gathered through extensive community and stakeholder engagement. The priorities outlined by the Board are intended to guide the Service in remaining aligned with community expectations through improvements in service delivery, accountability, and organizational reform.

This strategic direction is pursued in coordination with key initiatives led by the Ottawa Police Service, including the District Policing Model, and complements broader efforts such as the City of Ottawa's Community Safety and Well-Being Plan. Together, these alignments help ensure cohesive and collaborative public safety strategies across jurisdictions.

STRATEGIC FRAMEWORK

FOR ADEQUATE AND EFFECTIVE POLICING

This section outlines the Board's framework for interpreting and delivering adequate and effective policing under the Community Safety and Policing Act 2019. It serves as the foundation for the subsequent strategic priorities and reflects the Board's commitment to a model of policing that is responsive, equitable, and aligned with the needs of the Ottawa communities.

PURPOSE

This framework defines what the Board views as essential for maintaining adequate and effective policing in Ottawa. It articulates the values and priorities that guide the Service's strategic direction, provides a basis for performance evaluation, and ensures alignment with the needs and expectations of Ottawa's communities.



CONTEXT AND COMMITMENT TO EQUITY

Ottawa is a rapidly growing metropolitan centre, home to over one million residents and encompasses rural areas, suburban neighbourhoods, a dense urban core, and diverse cultural communities. As the nation's capital, Ottawa is shaped by a complex civic landscape and an active civic culture—often manifested through large-scale demonstrations and public gatherings. This geographic and demographic complexity indicates that public safety is not experienced uniformly across the city. From one ward to another and from one individual to the next, the risks, expectations, and experiences of policing vary significantly.

In this context, residents are calling for more responsive, localized, and culturally competent policing services—approaches that are grounded in community knowledge, reflect local priorities and are delivered with fairness, empathy, and transparency. These expectations are shaped by geography and lived experiences related to race, indigeneity, gender, language, disability, income, and prior interactions with the justice system.

At the same time, the policing landscape in Ottawa is facing mounting pressure. There are increasing reports of violent crime, mental health crises, and major public demonstrations coinciding with limited resources and heightened public scrutiny. Demonstrations—particularly in the downtown core—often require substantial and sustained deployments, which may pull officers from various parts of the city. This includes community policing resources designed to foster relationships, address local concerns, and uphold a steady, visible presence in local communities. While such deployments are sometimes necessary, they have the potential to divert attention and reallocate resources away from the sustained engagement that is critical to effective neighbourhood policing.

The Ottawa Police Service Board recognizes that a one-size-fits-all approach is inadequate. To deliver truly adequate and effective policing, the Service must be equipped to address differences in both places and people. This includes:

- **Geographic Equity:** Ensuring that each neighbourhood—rural, suburban, or urban—receives policing that reflects its unique safety concerns, infrastructure, and service demand.
- **Intersectional Equity:** Acknowledging and addressing how systemic factors influence individuals' experiences of safety and policing, especially for those historically underserved or over-policed.

This dual commitment forms the foundation of the Board's approach. Policing in Ottawa must be effective in aggregate and demonstrably fair and responsive at both the neighbourhood and individual levels.

ALIGNMENT WITH THE COMMUNITY SAFETY AND WELL-BEING FRAMEWORK

The Board's strategic framework aligns closely with the Community Safety and Well-Being (CSWB) framework, which reflects a city-wide shift toward integrated, systems-based approaches to safety. The CSWB framework reinforces the need for policing to operate in concert with partners across the upstream (social development), midstream (prevention and risk intervention), and downstream (incident response) spheres of intervention.



ROLE OF THE DISTRICT REVITALIZATION PROGRAM

The Board recognizes that the District Revitalization Program (DRP) is essential for advancing its vision for policing in Ottawa. This program serves as a key mechanism for implementing changes to the Service's structure, culture, and systems, aligning with the Board's priorities on geographic equity, adaptiveness, community responsiveness, and accountability.

The Board considers the effective implementation of the DRP as a vital means of meeting its legislated obligations and fulfilling public expectations for a modern, effective, and equitable police service.

GUIDING PRINCIPLES

The Ottawa Police Service Board recognizes that the effectiveness of core policing functions—crime prevention, law enforcement, victim assistance, emergency response, public order management, and other prescribed functions—depends not only on their consistent delivery but also the way they are conducted.

In a city as diverse and dynamic as Ottawa, these functions must be delivered through a service model that is adaptive, equitable, and responsive to local needs. This includes maintaining sustained neighbourhood presence and partnerships while managing citywide operational demands such as large-scale demonstrations and emergent public safety risks.

To that end, the Board identifies the following system-wide commitments as foundational to the delivery of policing in Ottawa. These commitments also guide the ongoing implementation of the District Revitalization Program, which is central to enabling this model in practice.

- **Community-Informed and Locally Rooted Practice:** Effective policing relies on sustained relationships with residents, Ward Councillors, and community partners. Officers must have the time, tools, and mandate to understand neighbourhood concerns, co-develop solutions, and remain visible and accountable over time.
- **Geographic and Intersectional Equity:** Services must be tailored to the specific conditions of neighbourhoods and the lived realities of residents across race, income, language, and identity.
- **Organizational Adaptability and Cultural Competence:** Effective community policing requires internal systems, training, and support that reinforce equity, trauma-informed approaches, and cultural responsiveness across all levels of service.
- **Prevention and Early Intervention:** Policing should not default to enforcement when early response, diversion, or social partnership would be more effective.
- **Consistent Access and Public Accountability:** Residents must have clear pathways to engage with police, raise concerns, and track how issues are addressed. Community intake systems, structured engagement processes, and transparent reporting are essential to this relationship.
- **Evidence-Based Decision-Making:** Operational and strategic decisions must be based on reliable data, community feedback, and analysis of both service effectiveness and equity. Integrating crime data with community-reported concerns will support more responsive and targeted interventions at the district and zone levels.
- **Trust and Legitimacy:** The legitimacy of policing depends on transparency, respectful treatment, accountability, and public involvement in setting safety priorities.

PRIORITY AREAS

The priorities outlined in this plan directly respond to the insights gathered through extensive consultations, data analysis, and emerging challenges identified in the environmental scan. We have carefully considered operational pressures and fiscal factors in the initiatives that will follow. Transitioning from vision to action, we will concentrate our policing initiatives, community engagement efforts, and resource optimization in four key priority areas.

1. ENHANCE COMMUNITY SAFETY

We will enhance community safety by developing a community policing model that is more responsive to unique geographical and community priorities. We will work with partners to deliver alternative responses that address the root causes of crime and disorder in alignment with the City’s Community Safety and Wellbeing Plan. Further, we will modernize technology and data to enhance community safety, operations and equity.

STRATEGIC OBJECTIVES

- 1.1 Maintain safety and order at public events and gatherings.
- 1.2 Contribute to the prevention and reduction of crime and improve traffic safety in accordance with neighbourhood needs, particularly regarding gangs and firearms, violent crime, property crime, intimate partner violence, hate crime, victimization and traffic fatalities.
- 1.3 Achieve 80% community satisfaction with OPS.
- 1.4 Improve organization efficiency, particularly regarding quicker response times by neighbourhood, improved weighted clearance rates, reduced impact of prolific repeat offenders, and increased diversion of non-criminal calls to non-police agencies.
- 1.5 Implement a plan for sustained adequate and effective policing in Ottawa.

2. BUILD TRUST THROUGH STRONG PARTNERSHIPS

We will continue to work with community partners to support effective service delivery and promote better outcomes. As such, we will engage with the community and act on feedback inspired by proven solutions and successful best practices. Finally, we will improve communication and openness around our people, activities and processes.

STRATEGIC OBJECTIVES

- 2.1 Improve public trust with OPS in each District.
- 2.2 Successfully implement the OPS Community Safety and Well-Being Framework
- 2.3 OPS is a recognized leader in community engagement

3. EQUITY, DIVERSITY, AND INCLUSION – STRENGTHEN OUR COMMITMENT TO HUMAN RIGHTS

We aim to achieve equity, diversity, and inclusion through delivering culturally sensitive services that address varied member and community concerns. We aim to build trust in all communities, focusing on Indigenous, 2SLGBTQIA+, Black, faith-based, and additional racialized and marginalized communities through a commitment to mutually developed solutions. We will support diversity and inclusion within the workforce by respecting every employee's individual skill and experience and providing equitable access to opportunities. Additionally, we will continue to evolve our culture through best practices, measurements, and inclusive internal processes.

STRATEGIC OBJECTIVES

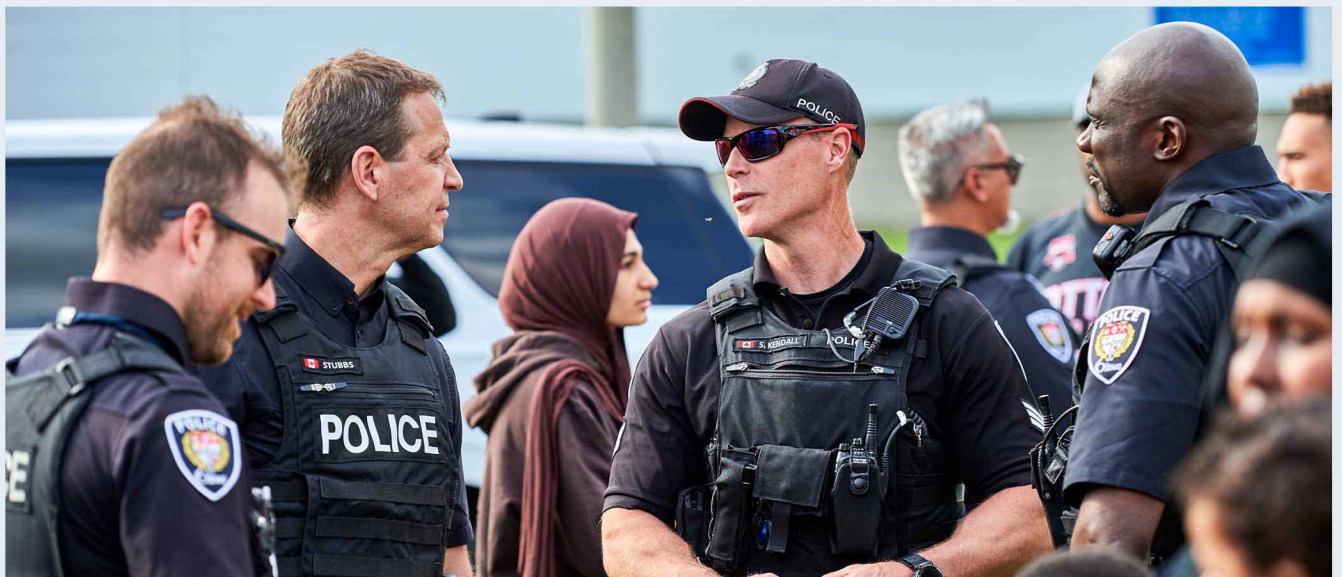
- 3.1** Improved equity of treatment by OPS, as publicly reported, especially pertaining to racialized persons.
- 3.2** Improved proportionality of discretionary traffic stops and use of force with Black, Indigenous, Middle Eastern and other racialized persons.
- 3.3** Improved reflection of community and diversity within the OPS membership.

4. ADVANCE AND SUPPORT A RESILIENT THRIVING MEMBERSHIP

We aim to stabilize the workforce by appropriately staffing the Service. We will invest in OPS member wellness and cultivate a workplace where members feel valued and morale is high.

STRATEGIC OBJECTIVES

- 4.1** Improve OPS members' morale, job satisfaction and attendance.
- 4.2** Fully implement the Staff Stabilization Plan.



SUPPORTING OPERATIONAL PLANS

The supporting Operational Plans serve this strategic plan by cascading the priority areas and objectives into functional area-specific actionable plans. These plans are in compliance with the Community Safety and Policing Act, 2019. The Board recognizes them as supplementing this strategic plan for the purpose of section 39 of the Act, specifically with respect to the inclusion of legislated objectives and indicators not captured within the main body of the plan.

INFORMATION TECHNOLOGY PLAN

This plan supports the police's IT needs and ensures we maintain the capacity to electronically share information with other agencies, organizations, and community groups. It includes a periodic review of key business processes, practices, and related tech to identify possible changes that may reduce the administrative workload for front-line officers. It addresses IT acquisition, updating, replacement, and training.

RESOURCE PLAN

This plan outlines the resource planning methodology (automated or manual). It considers the strategic plan and existing service demands. At least once every business cycle, it includes a report on workload assessment and service delivery evaluations on crime prevention, law enforcement, victim assistance provision, public order maintenance, and emergency response services for the six policing functions.

FACILITIES PLAN

This plan ensures that at least one police facility is accessible to the public during regular working hours and that public telecommunications are available at all other hours.

DRIVE2 STRATEGY

The OPS DRIVE2 Strategy is the roadmap to continue our journey of transformative change for increased alignment with the Diversity, Respect, Inclusion, Values, Equity, and Engagement that we seek for each other and the communities we serve. It focuses on Community Service Delivery, Leadership and Accountability, Members' Work Environment, and Connecting and learning.

COMMUNITY SAFETY AND WELL-BEING PLAN

This Plan is the City of Ottawa's strategic framework for enhancing safety and well-being for all residents. Developed in collaboration with community partners, stakeholders, and residents, it identifies priority areas and targeted initiatives to address the root causes of crime, social disorder, and victimization. The CSWB Plan aligns with provincial legislation and focuses on proactive and preventative measures to improve community safety and resilience.

PROGRESS AND ACCOUNTABILITY

To support the effective implementation of this Strategic Plan, the Ottawa Police Service Board is committed to ensuring transparency, continuous improvement, and measurable outcomes in accordance with the Community Safety and Policing Act (CSPA).

The Board has developed an initial performance measurement framework (PMF) that includes key performance indicators (KPIs) aligned with the Plan's four strategic priorities. This framework will guide how progress is tracked, how outcomes are assessed, and how decisions are informed over time.

Accountability will be upheld through semi-annual updates to the Board by the OPS. These updates will summarize progress, highlight challenges, and support any necessary adjustments to ensure continued alignment with community safety goals. To promote transparency and public trust, performance results will be shared through the Community Safety Data Portal, providing open and accessible information to the public.

The PMF serves as a foundation for ongoing improvement. The Board will continue to refine it over time by incorporating new indicators, updating baselines, and establishing evidence-based targets. Performance measurement will remain a continuous process focused on learning, adapting, and supporting more effective and accountable service delivery.

BUILDING AN ADAPTIVE MEASUREMENT FRAMEWORK

The Ottawa Police Service Board is leading the implementation of a structured performance measurement process to support its 2024–2027 Strategic Plan. This initiative reflects the Board's commitment to transparency, accountability, and continuous improvement. The process is designed to foster a culture of learning and shared progress, both within the Ottawa Police Service (OPS) and across the broader community.

Over the past two years, the OPS has been proactively building its internal data capabilities, including the development of a public-facing Community Safety Data Portal. This important groundwork has strengthened the foundation for performance measurement and enables the identification and tracking of key performance indicators (KPIs). The Board recognizes and appreciates the Service's investment in these improvements, which now support the broader implementation of a performance framework aligned with the Board's strategic direction.

The KPI framework is being developed collaboratively, with active input from the Board, OPS leadership, and community stakeholders. These indicators will align with the Plan's strategic priorities and reflect community expectations, best practices, and operational realities. The Board receives regular performance updates through quarterly and annual reports from the OPS, and ongoing enhancements to data systems are made in response to both governance needs and public feedback.

Internally, the Board has set expectations for a clear and user-friendly framework. This includes guidance documentation, defined indicator categories (strategic, operational, and project-level), and tools to support consistent implementation. A governance structure is being established to assign accountability, clarify roles, and guide the review and refinement of indicators. OPS is responsible for operationalizing this framework, including assigning metric leads and ensuring staff are equipped to track and interpret performance data. A baseline dataset will be established to measure current performance and identify improvement opportunities.

Quarterly reporting to the governance committee will mark the start of a consistent cycle of monitoring, reflection, and adaptation—focused not on perfection but on continuous, meaningful progress.

Externally, the Board is embedding community engagement throughout the measurement process. Input from the Community Equity Council (CEC), stakeholder outreach, and public surveys will help inform KPI priorities and reporting approaches. A public-facing dashboard will be developed to ensure open access to performance results. Residents will be encouraged to explore updates, offer feedback, and participate in shaping what success looks like for community policing.

Through this integrated approach, the Board is establishing a sustainable performance measurement framework that reflects shared responsibility—guided by the Board, delivered in partnership with the Service, and informed by the community.





OTTAWA POLICE SERVICE BOARD

110 LAURIER AVENUE W
OTTAWA, ON K1P 1J1

(613) 560-1270

OTTAWAPOLICEBOARD@OTTAWA.CA
OTTAWAPOLICEBOARD.CA



OTTAWA POLICE SERVICE

P.O. BOX 9634 STATION T,
OTTAWA, ON K1G 6H5

613-236-1222 (NON-EMERGENCY)
TTY: 613-232-1123

INFO@OTTAWAPOLICE.CA
OTTAWAPOLICE.CA



APPENDIX A:

STRATEGIC PERFORMANCE MONITORING FRAMEWORK

This appendix presents the strategic-level key performance indicators (KPIs) that the Board will use to monitor progress on this Strategic Plan. These are distinct from operational KPIs used by the Chief of Police to manage and evaluate specific activities and initiatives undertaken to implement the plan.

Many of these KPIs are new or significantly refined, and in several cases, baseline data must still be collected—such as through the upcoming OPS member census and engagement survey—before meaningful targets can be established. Some targets included here are provisional and will be reviewed as more accurate field data becomes available, recognizing that Ottawa’s community safety landscape continues to evolve. Targets will be continuously reassessed to ensure they are feasible, evidence-informed, and do not create unintended consequences. In complex systems like policing, efforts to improve one outcome may affect another —e.g., faster response times may come at the cost of community engagement, or equity-focused changes may initially impact traditional performance benchmarks. The Board is committed to using KPIs and targets as tools for learning and governance, not rigid controls, and will update them transparently as the context and evidence evolve.

In addition to performance indicators, some contextual measures are included. These do not directly reflect the objectives of the plan but offer important benchmarks or background trends that help the Board interpret performance results (e.g. population demographics, or provincial trends).

OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	TARGET (BY END OF 2027)	CONTEXTUAL MEASURES
Priority Area 1: Enhance Community Safety				
1.1 Maintain safety and order at public events and gatherings.	Number of substantiated public complaints regarding police conduct during public events and gatherings	TBD	5% point decrease from baseline	Number of public events and gatherings; Number of participants at public events and gatherings;
	Number of use of force incidents during public events and gatherings	TBD	5% point decrease from baseline	Number of public events and gatherings.
	Perceived safety and fairness in the management of protests (Qualitative)	Qualitative assessment of participant and community perception regarding the safety, fairness, and proportionality of police response Possible sources: Community feedback, social media analysis		

OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	TARGET (BY END OF 2027)	CONTEXTUAL MEASURES
	Quality of OPS engagement with demonstrators (Qualitative)	Qualitative assessment including early communication, clarity of expectations, cultural competency, efforts to facilitate lawful demonstration Possible sources: Post-operation reviews/debriefs, feedback from event organizers, PLT self-assessment, social media analysis		
1.2 Contribute to the prevention and reduction of crime and improve traffic safety in accordance with neighbourhood needs, particularly regarding: gangs and firearms, violent crime, property crime, intimate partner violence, hate crime, victimization and traffic fatalities	Crime Severity Index (CSI)	53 (5-year average)	Maintain below provincial average	Provincial average: 58.47 (2023)
	Overall Crime Rate	4,433 (2023)	≤ Provincial average	Provincial average: 4,454 (2023)
	Shootings	75 (5-year average)	5 percentage point decrease from baseline	
	Violent crime	702	5 percentage point decrease from baseline	
	Property crime	2,654 (5-year average)	5 percentage point decrease from baseline	
	Intimate partner violence	6,280 (5-year average)	5 percentage point decrease from baseline	
	Hate crime	298 (5-year average)	5 percentage point decrease from baseline	
	Re-victimization	To be developed	To be developed	
	Traffic fatalities	20 (5-year average)	5 percentage point decrease from baseline	
1.3 Achieve 80% community satisfaction with OPS.	Perceived level of satisfaction the public has with police services in Ottawa	59% (5-year average) – 65% (2024)		

OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	TARGET (BY END OF 2027)	CONTEXTUAL MEASURES
1.4 Improve organization efficiency, particularly regarding: quicker response times by neighbourhood, improved weighted clearance rates, reduced impact of prolific repeat offenders, and increased diversion of non-criminal calls to non-police agencies.	Weighted clearance rate	33% (2023)	≥ Provincial average	Provincial average: 39.85 (2023) Annual identification and reporting of the five offence categories with the lowest clearance rates
	Perception of quick police response	67% (5-year average)	75%	Broken down by area type (urban, suburban, rural)
	P1 Response Times	6.9 (5-year average)	95% below 15 minutes	
	P2 Response Time	14	Further analysis required to develop operationally feasible P2-4 response standards	
	P3 Response Time	47		
	P4 Response Time	110		
	Number of offences by repeat offenders	TBD	TBD	
	Number of referrals to non-police agencies, including calls involving persons in crisis	TBD	TBD	
	Controlled Drugs and Substances Act Clearance Rate	93.1% (2023)	≥ 90%	
1.5 Create a plan for sustained adequate effective policing in Ottawa.	Level of completion of the implementation of the District Model	Behind schedule (March 2025)	100%	

OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	TARGET (BY END OF 2027)	CONTEXTUAL MEASURES
Priority Area 2: Build Trust through Strong Partnerships				
2.1 Improve public trust with OPS, particularly by historically marginalized communities	Public trust of police (Overall)	47% (3-year average)	5 percentage point increase from 2024 baseline	Trust in OPS by historically marginalized communities (e.g. Somali, Black, Arab, Indigenous)
2.2 Successfully implement the OPS Community Safety and Well-Being Framework	Progress on CSWB Framework implementation (Qualitative)	Evidence of integration into daily operations and community partnerships		
2.3 OPS is a recognized leader in community engagement	Frequency and quality of engagement with key community partnership/advisory bodies (Community Equity Council, Use of Force Case Review Panel, Mental Health Advisory Committee, Integrated Community Situation Table)	TBD	TBD	
	Stakeholder perception of OPS engagement practices	N/A	75% of advisory body members and partners report OPS engagement as meaningful, respectful, and action-oriented	Extent to which OPS implements recommendations from community advisory bodies
Priority Area 3: Equity, Diversity, and Inclusion – Strengthen our Commitment to Human Rights				
3.1 Improved equity of treatment by OPS, as publicly reported, especially pertaining to racialized persons.	Public perception of police exceeding their authority (including excessive use of force)	19% (5-year average)	5 percentage point decrease from 2024 baseline	Public perception of police exceeding their authority (including excessive use of force) by race, gender, and sexual orientation.

OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	TARGET (BY END OF 2027)	CONTEXTUAL MEASURES
3.2 Improved proportionality of discretionary traffic stops and use of force with Black, Indigenous, Middle Eastern and other racialized persons	Proportion of traffic stops involving Black, Indigenous, Middle Eastern, and other racialized individuals.	Combined: 51% (2023); Middle Eastern: 20.8%; Black: 18.3%; Indigenous: 0.2%; Other racialized: 11.7%	Proportionality in traffic stops reflective of the demographic composition of Ottawa's population	Proportion of residents who identify as racialized or Indigenous. (2021 Census)
	Proportion of use of force incidents involving Black, Indigenous, Middle Eastern, and other racialized individuals.	Combined: 46%; Black: 26%; Middle Eastern: 11%; Indigenous: 6%; Other racialized: 3%	Proportionality in use of force incidents reflective of the demographic composition of Ottawa's population	Proportion of residents who identify as racialized or Indigenous. (2021 Census)
3.3 Improved reflection of community and diversity within the OPS membership	Proportion of racialized, women, and Indigenous persons within OPS by sworn ranks and civilian occupational categories.	TBD based on 2025 Member Census	Increase TBD based on updated member census data	Proportion of residents who identify as racialized or Indigenous. (2021 Census)
Priority Area 4: Advance and Support a Thriving Resilient Membership				
4.1 Improve OPS members' morale, job satisfaction and attendance.	Percentage of OPS members who report favourable job satisfaction by race, gender, and rank	TBD based on 2025 Member Engagement Survey	5 percentage point increase from 2025 baseline	Overall job satisfaction: 58% (2020)
	Percentage of OPS members who report favourable morale by race, gender, and rank	TBD based on 2025 Member Engagement Survey	5 percentage point increase from 2025 baseline	
	Annual attendance rate	TBD	TBD	Disaggregation of sworn and civilian members
	Annual average overtime hours per member	TBD	TBD	Disaggregation of sworn and civilian members
4.2 Fully implement the Staff Stabilization Plan	Annual Hiring Target vs Actual Hiring (Ratio)		Ratio of actual hires to planned hires \geq 1:1	