

Strategic Project Portfolio “At a Glance”

As at October 31, 2025

Enhancing Community Safety

Project	Status	Key Risks / Issues	Action Plan	Lead
Community Safety & Policing Act (CSPA) Achieve CSPA Compliance	● Progressing Well	Financial, Human and Facility resources for legislated training	Working with key internal and external interest holders to acquire appropriate resources	A/Insp Botting
District Revitalization Project Deployment of OPS District Model	● Progressing Well	Staffing constraints and complexity of integration	Prioritize within staffing stabilization and prioritize activities to support DRP implementation within all supporting areas	A/Supt Maloney
Parliamentary District Project Establish and operationalize Parliamentary Precinct	● Progressing Well	None at this time	—	Supt Lucas
Community Outreach Response Engagement (CORE) Phased roll-out in Ottawa's Byward Market	● Behind Schedule	Staffing constraints	Prioritize within staffing stabilization	Sgt Stam
MarketSafe Seasonal Policing Initiative in Byward Market	● Progressing Well	Staffing constraints and unplanned events	Optimize NRT scheduling	Supt Bryden
Safer Streets Initiatives Implementation of city-wide integrated enforcement initiatives	● Progressing Well	Staffing constraints	Manage and monitor closely	Supt Bryden
Mounted Patrol Unit Develop and operationalize Mounted Patrol Unit	● Progressing Well	Delay to facility and vehicle provisioning; timely fulfillment of staffing and external training needs.	Maintain interim readiness and monitor budget closely.	Supt D'Aoust
Police Helicopter: Joint Air Support Unit H135 police helicopter for proactive use by the Ottawa Police Service	● At Risk	Critical external deliverables remain outstanding (final MOU, FOB, ETA for helicopter)	Continued engagement with external partners to close on final deliverables	S/Sgt Bryden





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



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Alternative Mental Health Supports Multi-initiative and pilot programs for mental health crisis responses	 Progressing Well	Evaluation reporting	Working with internal resources to identify data sources and automate KPI reporting	Sgt Tapp
Project Complement - Special Constables Initiative Supports Expansion of Special Constables' roles and responsibilities	 Progressing Well	Training space limitations	Engage internal partners	S/Sgt Labine
Next Generation 9-1-1 (NG-911) Launch of Next Generation 9-1-1 service	 Progressing Well	External resource constraints and technical challenges of early adoption	Coordinate and detailed planning with external partners	Mgr Janus
Data Optimization Operationalize Community Safety Data Portal	 Completed	—	—	Exec Dir Steinbachs









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Building Trust Through Strong Partnerships

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Community Safety and Well-being (CSWB) Framework Develop and implement CSWB Framework	 Progressing Well	None at this time	—	Dir Jan
Community Relations Management System (CRMS) Build and launch CRMS	 Completed	—	—	Dir Jan
Mental Health Change Initiative (MHCI) Recommendations response from the Coroner’s Inquest into the death of A. Abdi	 Progressing Well	None at this time	—	S/Sgt Archer
Victim Choice / Virtual Reporting Initiative Enable enhanced victim reporting services	 Progressing Well	None at this time	—	Supt Lachine
Body Worn Camera Enhanced management of digital evidence for the Ottawa Police Service (OPS)	 Progressing Well	Constrained timeline to deliver	Leverage existing DEIMS system to support	Insp Pidcock
Military Veterans and First Respondents Program Comprehensive service-wide training	 Completed	—	—	Insp M-A Sheehy
Use of Force Review Community-led case reviews and recommendations	 Progressing Well	Meeting high community expectations	Mitigate through structured engagement	Supt Zackrias
Customer Service Review Formal review to enhance service effectiveness	 Progressing Well	None at this time	—	Insp Pidcock

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Strengthening Commitment to Human Rights and Inclusion

Project	Status	Key Risks / Issues	Action Plan	Lead
Race and Identity Base Data Strategy Implement Strategy	<ul style="list-style-type: none"> ● Behind ● Schedule 	Meeting high community expectations	Proactive engagement and application of best practices	Supt Zackrias

Advancing and Supporting a Resilient, Thriving Membership

Project	Status	Key Risks / Issues	Action Plan	Lead
EDI Drive² Strategy Strategic focus on data collection across multiple identified initiatives	<ul style="list-style-type: none"> ● Progressing ● Well 	Meeting high community expectations, budget and staffing pressures	Mitigate through strong partnerships, ongoing monitoring and reporting	Supt Zackrias
Wellness Program Program evaluation	<ul style="list-style-type: none"> ● Progressing ● Well 	None at this time	—	Dir Slobodian
Staff Stabilization Strategy Develop and implement Staff Stabilization Strategy	<ul style="list-style-type: none"> ● Progressing ● Well 	Police College Scheduling constraints	Proactive engagement and monitoring, enhance marketing	Supt Zackrias
South Facility Construction of South Facility	<ul style="list-style-type: none"> ● Progressing ● Well 	Ensuring efficient staff move-in and full building readiness by May 1, 2027	Robust commissioning and move-in plan to be developed & closely managed to meet timeline	Dir Pedersen
FSP Updates (except South) Multiple projects for facilities acquisition, disposal, and re-fits	<ul style="list-style-type: none"> ● Progressing ● Well 	None at this time	—	Dir Pedersen
Employee Central (SAP Modernization) Deploy SuccessFactors Employee Central, Recruitment (Retrofit) and Onboarding	<ul style="list-style-type: none"> ● Behind ● Schedule 	Multiple issues tracking in testing and data conversion activities	City leads are working with vendors to deliver on plan; monitoring progress closely	Dir Rathwell






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Enterprise Asset Management (EAM) Program implementation to optimize IT asset lifecycle	 Progressing Well	None at this time	—	Mgr Sekhon
Fleet Service Delivery Modernization of fleet services	 Progressing Well	Change management within Fleet Services team	A change management plan is being developed for implementation	Dir Sweet
Radio Upgrade Project OPS transition to a new radio platform	 Progressing Well	External partner capacity constraints and interdependencies between city partners	Engage all partners to adhere to the OPS and City project plan	Mgr Janus
Safe Workplace Program Deployment and Evaluation of SWP	 Completed	—	—	CHRO Steele
Parade Formation Framework Deliver improvements to Parade framework	 Completed	—	—	Insp M-A Sheehy

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