

A Plan Where Everyone Matters

VISION The trusted leader in policing

MISSION To protect the safety, security and quality of life in Ottawa

HONOUR

COURAGE

SERVICE

VALUES Strategic Priorities

VALUE

COMMUNITY

MEMBERS

SERVICE

Delivering Strong Performance and Social Value

Goal 1.0: Ensure that the Ottawa Police Service continue to evolve in and evaluate its contribution to a safe and healthy community

Objectives:

- 1.1 Create a community engagement and volunteerism program / strategy that will support, track and showcase our members contribution to the community
- 1.2 Develop a Corporate Social Responsibility Framework that encourages and recognizes our programs and services
- 1.3 Establish a system to evaluate and support current and future partnerships to ensure that they align with the Ottawa Police Service vision

Goal 2.0: Promote meaningful organizational changes that embrace innovation and efficiency and focuses on employee engagement to enhance Ottawa Police Service performance value

Objectives:

- 2.1 Develop benchmarks, performances targets and standard operating procedures, to provide Measurement Tools for evaluation of performance and service delivery
- 2.2 Enhance and communicate the performance monitoring framework (dashboard) and Performance Review process / system
- 2.3 Create a formal suggestion process and program that embraces innovation and efficiency

Goal 3.0: Collaborate with other agencies to evaluate and identify sustainable policing costs to obtain the best value products and services that maximize productivity and efficiencies

Objectives:

- 3.1 Collaborate with other agencies to improve productivity and reduce costs by sharing information and opportunities, best practices, tools and technology
- 3.2 Evaluate and identify high-value business process improvements to improve efficiencies
- 3.3 Maximize transparency and communication in the decision-making process

Engaging and Investing in our Partners

Goal 1.0: Adopt and implement the Provincial Community Mobilization and Engagement Model and Crime Prevention Framework

Objectives:

- 1.1 Create and maintain an integrated centralized database for members and the public to access information on the referral services on the Ottawa Police website and intranet
- 1.2 Enhance partnerships that advance personal and community safety through community mobilization
- 1.3 Promote relevant, effective and collaborative programs that target crime prevention (Crime Prevention Framework for Action)

Goal 2.0: Develop an organizational strategy that will improve/enhance internal and external communication, while leveraging new technologies

Objectives:

- 2.1 Leverage technology and tools including relevant social media platforms and emerging technology
- 2.2 Reach out to smaller non-mainstream media to improve communication with the community
- 2.3 Provide ongoing measurement and review

Goal 3.0: Examine existing internal and external partnerships to identify collaborative opportunities which will enhance service delivery, add value and identify gaps

Objectives:

- 3.1 Build on and prioritize new/existing partnerships that have reciprocal benefit
- 3.2 Identify and anticipate trends and priorities within the community and develop strategic partnerships to reduce crime
- 3.3 Encourage positive interactions, ongoing communication and collaboration with existing internal and external partners

Engaging and Investing in our People

Goal 1.0: A workplace where members are engaged in achieving a shared vision

Objectives:

- 1.1 Develop strategies, actions and initiatives to continually improve member engagement
- 1.2 Develop strategies, actions and initiatives that will demonstrate the work of members' contributions to the Vision, Mission and Values of the Police Service
- 1.3 Develop communication tools to report and monitor member engagement
- 1.4 Foster an environment that encourages and promotes corporate citizenship

Goal 2.0: A workplace that puts a priority on the health and well being of its members

Objectives:

- 2.1 Develop early intervention and peer support programs and tools to support member's needs
- 2.2 Develop tools and metrics to monitor and evaluate organizational health and member well-being
- 2.3 Enhance current OPS recognition and commendation tools to recognize member contributions to community volunteer activities
- 2.4 Research and develop alternative work arrangement programs that will respond to the needs of our Members

Goal 3.0: A workplace that enables members to have a robust, challenging and fulfilling career

Objectives:

- 3.1 Create a Career Mentorship Framework for both civilian and sworn members
- 3.2 Create a Centralized Employee Record and Talent Management System
- 3.3 Enhance Performance Review Process and ensure that it is linked to Ottawa Police Service career development processes and systems
- 3.4 Review existing job mobility and career development programs in place for sworn and civilian members

Goal 4.0: A workplace that values and demonstrates ethical leadership at all levels

Objectives:

- 4.1 Develop a Leadership Training Program which provides career-long development and support to members
- 4.2 Review all training to ensure it reflect our values and ethics
- 4.3 Create programs that will reinforce the importance of the values and ethics at the Ottawa Police Service

Goal 5.0: A workplace of choice

Objectives:

- 5.1 Develop strategies, actions and initiatives to continually engage the community and members in the pursuit of hiring a talented and diverse workforce
- 5.2 Research and develop a program to support members in the working role of their life and help to achieve work/life balance

Delivering Quality Service in Operations

Goal 1.0: Strengthening police service through innovation, leveraging technology and professionalism by our members

Objectives:

- 1.1 Develop strategies, leverage technology and create efficiencies that will improve our ability to reduce, prevent and respond to criminal activity
- 1.2 Develop and enhance existing processes that support victims and vulnerable members of our community including children, youth, the elderly, women, the disabled, those with mental health issues and the diverse community
- 1.3 Develop, enhance and support programs that benefit youth at risk and their families

Goal 2.0: Define and strengthen our partnerships with service providers and community agencies that support our policing responsibilities

Objectives:

- 2.1 Following the Community Mobilization and Engagement Model, develop strategies for the Ottawa Police Service and its partners to work with the goal of promoting a healthy and safe community
- 2.2 Following the Community Development Framework for a Multi-Stakeholder Approach to Active Problem Addresses in Ottawa, develop strategies for the Ottawa Police Service and its partners to work with the goal of efficiently and effectively responding to problem addresses and areas of high call volume
- 2.3 Creating community awareness through a comprehensive communication plan that addresses crime prevention and crime reduction strategies

Goal 3.0: Ensure that our policing model is sustainable for the future

Objectives:

- 3.1 Review the performance monitoring framework to ensure it meets organizational needs and public accountability
- 3.2 Review the policing model and deployment plans to ensure that they reflect the changes in community growth, demographics and their associated impacts on public safety
- 3.3 Enhance the use of technology to facilitate an information-led approach to policing and enterprise management

Engagement | Social Value | Ethics | Performance

Working together for a safer community