

THE FACE AND VOICE OF POLICE GOVERNANCE IN ONTARIO

2023-2025

Strategic Plan



Ontario
Association of
Police Services
Boards



A message from your Executive Director

On behalf of your Board of Directors, I am pleased to provide you with the 2023-2025 Strategic Plan for the Ontario Association of Police Services Boards. This plan is designed to refocus our organization's pursuit of excellence in police governance for all police services throughout the province. The next three years of our Strategic Plan are the building years for your new OAPSB. Our strategic pillars of work are Advocacy, Expertise and Education. Our planned work in these areas is designed to provide the foundation for all police services boards in Ontario to excel in your legislative responsibilities. Police boards play a fundamental role in our citizens perception of public safety and their confidence in the police. You are responsible for ensuring that police have the direction, support, respect, and accountability that they require to keep your communities safe and thriving. This responsibility is equally shared by municipal police services boards, First Nation boards and OPP police services boards.

As your association, it is our responsibility to support you in this endeavor and to provide you with the expertise, tools and education you need to meet your legislative requirements under the Police Services Act and the Community Safety and Policing Act (CSPA), expected to come into force in late 2023. The OAPSB is prepared to advocate for and support police services boards, First Nation boards and soon to be detachment boards, as we transition to the CSPA. We are partnering with the Ministry of the Solicitor General in the development and delivery of your legislated training requirements. Our goal is not only to support you as you complete your mandatory training requirements, but to continue to provide ancillary training opportunities to improve knowledge and provide practical application exercises to promote confidence and understanding. We will also be creating an electronic repository that will provide boards with generic templates to assist with policies; key messages and support for critical incidents.

We are striving to build the Centre of Excellence for police governance in the province of Ontario. A place where our membership can search for reliable information on trends and issues and have access to expertise and educational programming and opportunities. We will work with the Ministry, our stakeholders and partners to build a stronger community of practice and continue to advocate for you on police governance and broader public safety issues. This collaborative approach to a strategic vision promotes our shared purpose and passion for sustainable change.

We are excited for the work ahead of us and all that we will achieve together to build stronger police governance and ultimately safer communities throughout Ontario.

Lisa Darling

Executive Director, OAPSB



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Who We Are

We are the collective face and voice of police services boards, First Nation boards, and detachment boards throughout Ontario. We advocate for legislation and provincial support to create a consistent and effective structure for boards, and to develop standards for police governance across the province.

We provide our members with the tools, knowledge and professional development they need to establish their board priorities, and to create objectives, policies and performance expectations for their police service.

Our Vision

Be the centre of excellence for police governance in the Province of Ontario.

We will lead a community of practice designed to capitalize on the passion, expertise, and diverse perspectives of its members to ensure effective governance of every member police board.

Our Mission

Equip every police board with the knowledge to govern effectively. We will achieve this through advocacy, expertise, and education.



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Our Values

Values define organizational culture and communicate what we stand for; they guide our actions and are the motivation for every decision we make.

We value...

Integrity:

Developing trusted leadership through ethical decision making and practices aligned with the values and needs of our membership and their communities.

Passion:

Inspiring shared ownership through meaningful collaboration and engagement with our partners, membership and stakeholders.

Community:

Creating the opportunity for structured sharing of best practices and knowledge through a community of practice.

Excellence through Diversity and Inclusion:

Creating the environment for better discussions, decisions and outcomes for police governance in Ontario, by embracing equity, diversity and inclusion and imbedding it in our organizational strategic pillars.



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Our Strategic Pillars

ADVOCACY

Being the voice of our membership on legislation and issues impacting police governance and officer & public safety

EXPERTISE

Developing a repository of best practices and provide expert advice in board responsibilities under the CSPA

EDUCATION

Providing ongoing training and development for our members in collaboration with our stakeholders and partners

Advocacy

Being the voice of our membership on legislation and issues impacting police governance and officer & public safety

- Working with the Ministry of the Solicitor General to ensure that the needs of our boards are reflected in the Community Safety and Policing Act, and supporting regulations and programming.
- Advocating on behalf of police services boards, First Nation boards and detachment boards in Ontario with Provincial and/or Federal Government regarding amendments to legislation and regulations intended to improve outcomes for public safety and officer safety in Ontario.
- Proactively engaging with the Ministry and our partners to identify emerging trends and issues impacting police governance, public safety and officer safety.
- Developing a media relations and communications strategy for the successful re-branding of the OAPSB
- Developing stronger partnerships with the OACP, CAPG and police associations in Ontario, to build a collective voice on topics of mutual interest including critical policies and training, evaluation criteria for boards and chiefs of police, and EDI strategies.

Expertise

Developing a repository of best practices and provide expert advice in board responsibilities under the CSPA

- Policy development and review - providing templates outlining the key areas to include in board policy.
- Working with partners to provide a list of critical policies for all police services categorized by size of service and scope of responsibilities.
- Sharing effective Equity, Diversity and Inclusion strategies and initiatives.
- Sharing effective Healthy Workplace strategies and initiatives.
- Providing budget support for police services boards, First Nation boards and detachment boards.
- Providing access to governance training opportunities outside of the OAPSB.
- Developing a video library of virtual training and virtual presentations.
- Providing access to legal expertise - provide supports and recommendations to local boards for issue management and links to additional resources.



Education

Providing ongoing training and development for our members in collaboration with our stakeholders and partners

- Participating with the Ministry of the Solicitor General on the development of on-line training required for board members to fulfill their legislated requirements under the CSPA.
- Providing supports to boards to assist with completion of mandatory training, to ensure qualifications for board members have been met prior to executing their duties on a board.
- Developing ancillary training designed to provide consistency in knowledge, understanding and confidence in the role of police services boards, First Nation boards and detachment boards across the province. (directed case study and scenario based training to support legislated training and emerging trends and issues)
- Partnering with Canadian Association of Police Governance (CAPG) to provide access to webinars through our members only access of the OAPSB website.
- Working with CAPG and other partners to provide coordinated training opportunities for members.
- Seeking out partnerships with educational institution(s) to assist in the design of adult specific training techniques to be used for ongoing training requirements.



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Thank you to our partners in public safety:

- ❖ Ministry of Solicitor General
- ❖ Police Service Boards and Staff
- ❖ OMERS
- ❖ Police Associations, municipal and provincial.
- ❖ Police Governance Associations (Provincial and CAPG)
- ❖ AMO
- ❖ Media

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