




Collectively Driving Police Leadership

2025-2030 Strategic Plan

July 2025



Message from the OACP President and Executive Director

I would like to extend my sincere appreciation to our Ontario Association of Chiefs of Police (OACP) membership, Committees, Executive Board, Board, and staff who provided their invaluable input and perspectives to inform this 2025-2030 Strategic Plan.

While we have used this milestone occasion to reflect upon our rich history of leadership and past successes at the OACP, we have also been intentional and reflective on where we must evolve, refine, and commit so that we are future-focused and ready to operationalize and deliver on our modernized vision, mission, values, and goals laid out in this plan.

On behalf of the OACP Board, we look forward to working alongside our membership, staff, and public safety partners to advance the policing profession through leadership development and support, strategic advocacy, and building organizational strength. We are Stronger Together. Thank you for your leadership!



Deputy Chief Roger Wilkie, M.O.M.
President 2024-2025, OACP Board of Directors



Chief Mark Campbell
President 2025-2026, OACP Board of Directors

It is my distinct honour to serve as the Executive Director of the Ontario Association of Chiefs of Police (OACP) as we see the results of our member engagement, which has formed our 2025-2030 Strategic Plan.

Our small team of dedicated staff looks forward to working with our Executive, with our Board, and with all of our committees and members as we operationalize our vision.

This plan is both aspirational and inspirational as police leadership across this Province comes together to do the noble work of keeping communities safe.

I would like to thank everyone for their contributions to this plan and for your leadership, which ensures we will continue to be the trusted voice of police leadership in this Province.



Paul Pedersen, O.O.M.
Executive Director, OACP



2025-2030 STRATEGIC FRAMEWORK



GOALS

LEAD AND IMPACT POSITIVE CHANGES IN POLICING

Advance the policing profession through dialogue and influence to shape the future of policing in this evolving environment.

DRIVE CHANGE THROUGH IMPACTFUL ADVOCACY

Advance our ability to proactively take action on policing and public safety issues, while addressing priorities and building trust.

STRENGTHEN THE POLICING PROFESSION

Advance the policing profession through leadership development that enhances organizational performance and public trust.

STRENGTHEN OUR ORGANIZATION

Advance collective efforts to achieve priorities through continued and evolving strong leadership and sustainability of resources.

Collectively Driving Police Leadership

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Decades of Driving Police Leadership

For almost 75 years, police leadership from across the province have come together as a collective voice through the Ontario Association of Chiefs of Police (OACP). OACP provides a channel for police leadership to share ideas and cooperatively create solutions to meet the challenges facing the police profession and public safety in Ontario.

OACP is a non-profit organization that carries out its work through **strong governance and leadership** from the Board of Directors, Executive, and Leadership Team. These activities are supported by a core team of staff dedicated to delivering value to the membership.

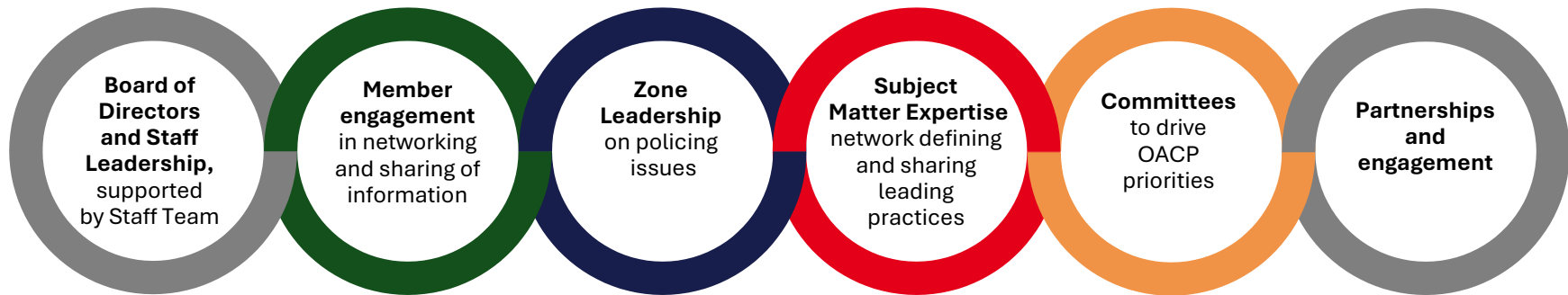
OACP is a professional organization made up of 1,200 members who are senior ranking police officers or civilian equivalent, Staff Sergeants or equivalent civilian positions, as well as corporate members working in law enforcement. Representation is diverse in terms of positions and policing services (e.g., size, geographic, cultural), as well as opinions, ideas, and needs. Our aim is to work together to deliver a collective voice that is representative of police leadership.



Collectively Driving Police Leadership

To **stay relevant on policing and public safety issues**, OACP leverages the breadth and depth of:

- **Zone structure**, which includes seven geographic zones across the province, designated to ensure that all police services and members stay tuned to current policing issues.
- A strong **network of Subject Matter Expertise** where communities of practice come together to exchange, explore, and share leading practices.
- **Dedicated committees** that bring diverse perspectives and expertise to carry out the work of OACP activities.
- Continued strengthening of our **many partnerships and engagement**, including policing organizations, affiliated associations, research and academic institutions, and more.



Our aim is for members to be engaged in Zone meetings, committees and working groups, as well as to receive value through the many benefits and offerings of OACP: advocacy, awareness campaigns, professional development and certification, networking opportunities, and shared resources and supports.

A Look Ahead: Collectively Driving Police Leadership within an Evolving Environment

The timing was right for OACP to initiate the development of a new Strategic Plan that will provide a roadmap to guide priorities and actions over the next five years. Wide-spread representation of OACP guided the development of this plan. Engagement included a membership survey, focus groups with Police Leaders, Co-Chairs of committees and OACP staff, and planning sessions with the Board of Directors and Leadership.

The **2025-2030 Strategic Plan – Collectively Driving Police Leadership** identifies four goals: lead and impact positive changes in policing; drive change through impactful advocacy; strengthen the policing profession; and strengthen our organization and collective on behalf of police leadership in Ontario.

These goals will help us to carry out **our mission** as the collective voice of police leadership in Ontario committed to advancing the profession of policing and enhancing community safety. We are only able to deliver on this mission through **our collective efforts** – involving members, Board of Directors, Staff Leadership, and Staff Team. The values of **Trusted, Strategic, and Inclusive** guide all of our decisions, actions, and activities.

We are excited about our path ahead, as we collectively strive towards **our vision of excellence in police leadership for safe communities**.

Vision

**Excellence in police leadership
for safe communities**

Mission

We are the **collective voice of police leadership** in Ontario committed to advancing the profession of policing and enhancing community safety



Values



Collectively Driving Police Leadership



GOAL

LEAD AND IMPACT POSITIVE CHANGES IN POLICING

Advance the policing profession through dialogue and influence to shape the future of policing in this evolving environment

GOAL

DRIVE CHANGE THROUGH IMPACTFUL ADVOCACY

Advance our ability to proactively take action on policing and public safety issues, while addressing priorities and building trust

Advancing Policing Profession

Collective Voice of Police Leadership

Enhancing Community Safety

GOAL

STRENGTHEN OUR ORGANIZATION

Advance collective efforts to achieve priorities through continued and evolving strong leadership and sustainability of resources

GOAL

STRENGTHEN THE POLICING PROFESSION

Advance the policing profession through leadership development that enhances organizational performance and public trust

GOAL: LEAD AND IMPACT POSITIVE CHANGES IN POLICING

Advance the policing profession through dialogue and influence to shape the future of policing in this evolving environment.

We collectively drive leadership in Ontario to make positive changes in policing, while modelling trusted, strategic, and inclusive efforts through a strong commitment on behalf of our valued and diverse communities.

We aim to achieve:

Outcomes related to public positioning, strong alignment, and development and adoption of leading practices.

The strategies that will help us achieve this impact:

1. Actively **promote** the future of policing for a safer Ontario.
2. Strengthen **alignment and partnerships to champion and support** advancing the policing profession and enhancing community safety throughout Ontario.
3. Drive **leading practices** through our diverse and strong network of subject matter expertise and enhanced knowledge dissemination throughout policing organizations, government agencies, and communities.
4. Contribute to **police leadership in Canada**, including efforts to achieve greater alignment of efficient, effective, and progressive policing.



Collectively Driving Police Leadership

GOAL: DRIVE CHANGE THROUGH IMPACTFUL ADVOCACY

Advance our ability to proactively take action on policing and public safety issues, while addressing priorities and building trust.

Our role is to strengthen and sustain broad respect as a professional body that serves as the collective voice of police leadership and has an impact on addressing policing and public safety issues.

We aim to achieve:

Measurable advocacy outcomes and impacts on policing and public safety (e.g., changes in policy, legislation, budgets, public awareness).

The strategies that will help us achieve this impact:

1. Support police leadership in the **transition of relevant legislation** within this evolving environment for policing.
2. **Prioritize policing and public safety issues** that drive strategic advocacy efforts.
3. **Advance shared priorities** by leveraging opportunities for collaboration that complement and enhance the efforts of OACP.
4. Build our **research capacity** through subject matter expertise and enhanced knowledge transfer.
5. **Report on the impact of resolutions**, strengthening accountability by OACP and government Ministries.



Collectively Driving Police Leadership

GOAL: STRENGTHEN THE POLICING PROFESSION

Advance the policing profession through leadership development that enhances organizational performance and public trust.

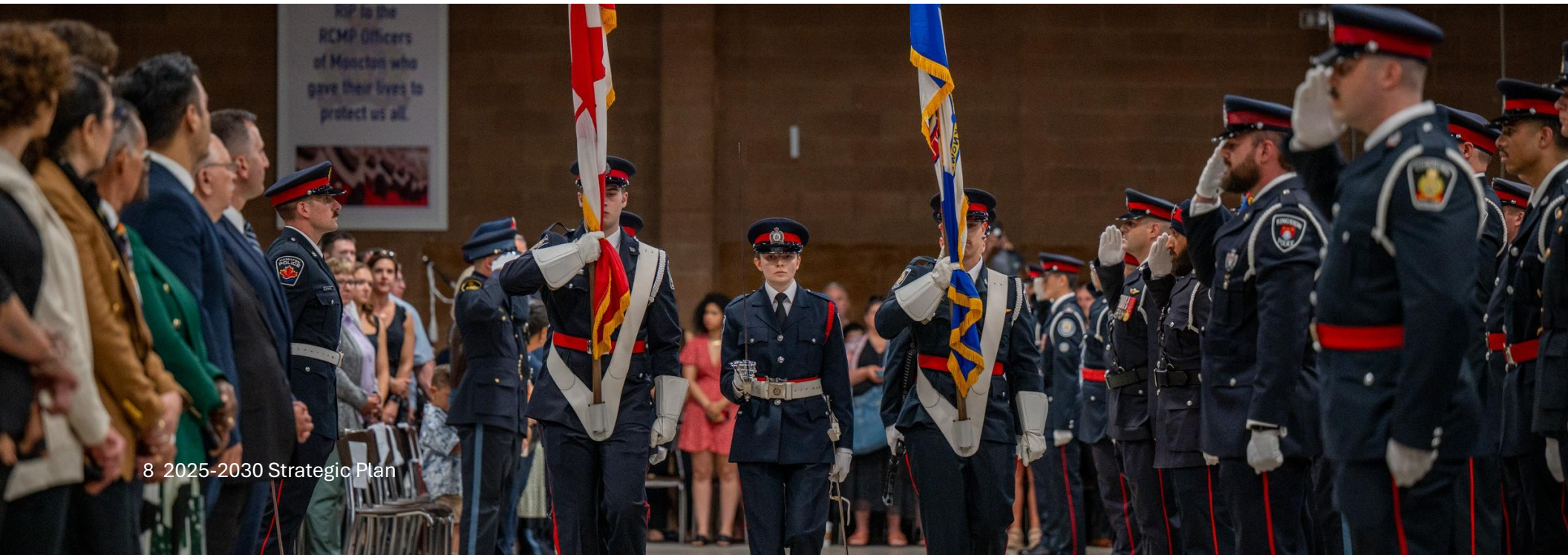
Our role is to help current and emerging leaders develop skills and access supports to navigate evolving and dynamic environments, foster resilience, and promote ethical, inclusive, and effective leadership to enhance organizational performance and public trust. We recognize that diversity strengthens these efforts on behalf of the policing profession and community safety.

We aim to achieve:

Levels of satisfaction and engagement from across leadership functions and the province in skills development, networking, and access to resources.

The strategies that will help us achieve this impact:

1. Develop **pathways to leadership development in policing**, incorporating leading practices, research-led approaches, and mentorship opportunities.
2. Continue to **foster meaningful connections** through high-quality networking opportunities.
3. Proactively support members as the police service **navigates evolving sector standards and oversight**.
4. Provide a **hub of knowledge and resources** for members to access information, resources, and tools that strengthen their organizations.





GOAL: STRENGTHEN OUR ORGANIZATION

Advance collective efforts to achieve priorities through continued and evolving strong leadership and sustainability of resources.

We value the opportunity to work together with a shared responsibility to ensure our association is relevant to our members for years to come. We have a strong focus on people – our team of staff, members, and Board of Directors – and we continue to build sustainability and pride in the work we do.

We aim to achieve:

Outcomes related to talent retention, strong member engagement, level of satisfaction, and pride in the work we do and sustained and effectively managed operations and governance.

The strategies that will help us achieve this impact:

1. Foster and support the **continued development and growth of our team**.
2. **Work with members** to enhance engagement, communications, and recognition across the province.
3. **Build pride in the leadership and work of our association** by our staff, members, partners, and communities.
4. Continue to enhance **operational performance and governance** by effectively managing and sustaining resources, information, and reputation for the long term.

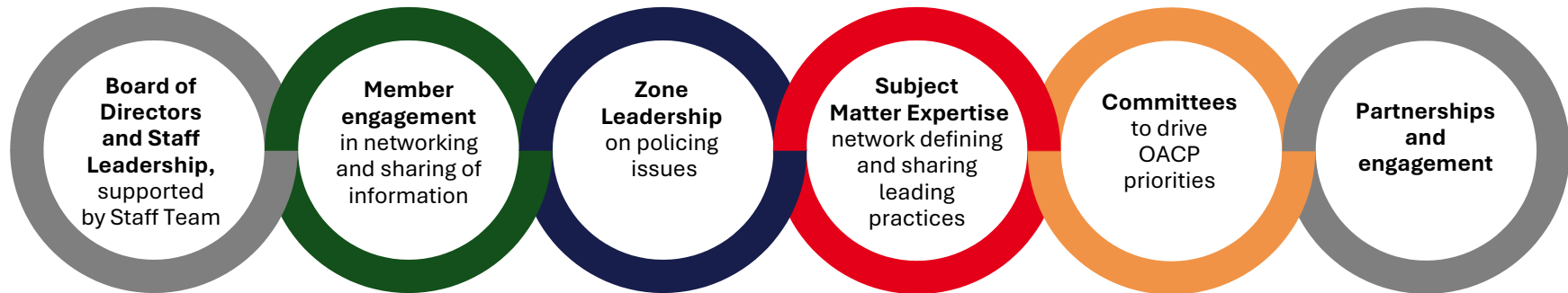
Implementation: We are all OACP!

This strategic plan and the goals will guide all of our activities over the next five years. We will continue to navigate and evolve with changes that happen around us. As this occurs, our four goals will continue as our focus.

Outlining the steps needed to achieve the goals through action plans, aligning goals throughout the OACP and the work carried out, and reporting to each other, our membership and the public will ensure the successful implementation of our plan.

We are all ambassadors of police leadership and the work of OACP. We encourage and challenge all members to actively engage in OACP activities. Through engagement, members will experience value that will influence and impact change, while contributing to the strengthening of leadership and organizational development within their respective organizations.

As the OACP, we exist because of the strength of police leadership and are stronger together as the collective voice.





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