

# ONE PAGE SUMMARY OF STRATEGIC DIRECTION



## Values

- Fundamental principles and beliefs*
- Integrity (honesty, trust, respect, ethics, commitment)
  - Transparency
  - Collaboration
  - Professionalism
  - Inclusive (diversity)
  - Leadership (knowing the 'craft'; the 'voice' for/of policing)

## Vision

*Our desired future.*  
**Building excellence in police leadership for safer communities.**

## Mission

*Our distinctive identity and core purpose*  
**We are professional police leaders who advocate to influence decision makers, anticipate and manage issues, and provide and develop leadership to enhance community safety in Ontario.**

Produced with the assistance of Framework Partners Inc. 2016

## Goals

*Long-term areas of focus.*

- Membership engagement:** Be a highly collaborative organization that engages members to ensure value in services and programs. Being the resources of choice for membership that is essential for the development and support of police leaders in Ontario. This proactive member engagement will focus on identifying emerging issues and communicating / disseminating knowledge and solutions throughout the OACP network.
- Diversity:** Continue to promote and personify the values of diversity and inclusion in police leadership and policing in general.
- Leadership:** Be the recognized authority on policing within the profession and community. Anticipating public policy strategies from justice and health sectors that affect public safety matters. Proactively lead change in the policing profession for OACP members.
- Advocacy:** Through professional leadership enhance public trust and confidence in policing, by influencing legislation, practices and policies.
- Innovation:** The assessment and application of new solutions that focus on new issues and trends.
- Sustainability:** Enhance financial sustainability through innovation (revenue streams) and tested strategic practices.

## Key Success Factors

*Those conditions that when properly maintained and managed will significantly support the organization in achieving its vision.*

- Knowledge Base, accessible to members through:
  - An online portal
  - Peer to peer networking
  - The committee system
- Financial sustainability through meeting budget targets
- Resource sustainability through staff & volunteer capacity leveling
- Be seen as the 'Go To'. Externally seen as the voice of police leaders
- Be seen as an unbiased and trusted voice
- Effective & Timely Communications
- Value for members
- Programs & services are seen as encouraging inclusivity

## Key Performance Indicators

*The measures used to gauge actual results against goals.*

- Financial Metrics
- Member Satisfaction & Engagement
- Round Up (comm. Meas.)
- Online Log in Data
- Number of Working Groups OACP is asked to sit on
- Number of times asked for advice by external stakeholders (Gov't)
- Resolutions Success Rate (number put forward at AGM, vs number adopted by Gov't)
- Safer Communities
- Volunteer Engagement
- Ability of staff (capacity) to be able to respond to new initiatives
- Strategic Direction Alignment

## Action Priorities

*Factors which are expected to have significant impact on the organization and are drivers for action and are essential to implement the goals and address the strategic priorities.*

### Goal A: Membership Engagement

- Enhance speed of service and member communication
  - Establish resource requirements and framework to implement enhanced speed of service and member communication
- Develop support for police leaders
  - Identify needs for both new and existing members
  - Establish a one to two year member orientation for 2017
  - Increase professional development opportunities to membership
  - Provide increased relevant information to support police leadership
- Identify emerging issues among membership
- Renew committee structure
  - Identify and establish clear terms of reference for each committee
- Implement strategies for Council Life Members to engage in the processes of identifying and addressing issues that maximize their experience, abilities, and professional experiences
  - Develop a system of awards and recognition along with a supporting communication plan

### Goal B: Diversity

- Promote diversity and inclusivity on the Board
- Personify diversity reflective within the OACP Community, the Board, and Committees
- Establish a culture of diversity on every action of OACP
- Engage membership through the development of a Membership Engagement Strategy

### Goal C: Leadership

- Develop frameworks to ensure proactive leadership set up for impacting change
- Develop strategies for police services to build trust and confidence with the public
- Fully utilize the knowledge base to anticipate public policies and strategies
- Enhance authority in policing leadership and influence the direction of the profession by being proactive
- Optimize relationship with OAPSB
- Develop strategies to influence and implement plans from coming legislation

### Goal D: Advocacy

- Develop an action plan for advocacy to public that will enhance trust
- Develop an action plan for advocacy to government that will enhance trust
- Enhance communication with membership
- Increase professional leadership

### Goal E: Innovation

- Promote and research trends in new technology and programs and communicate to membership
- Engage and seek collaboration with industry and academia

### Goal F: Sustainability

- Development a new funding model and identify sustainable new dues/fee structure
- Explore sponsorship opportunities and innovative revenue streams
- Identify an appropriate way to integrate website ads onto www.oacp.ca
- Consider expanding membership to civilians and new ranks (future leadership).
- Build a plan and budget for staffing to meet increasing demands