

**OTTAWA POLICE SERVICE**

# **Community Policing District Model OPS CSWB Framework**

## *Strategic Synthesis Report*

What We Heard: Cross-District Findings from the 2026  
Community Engagement Series

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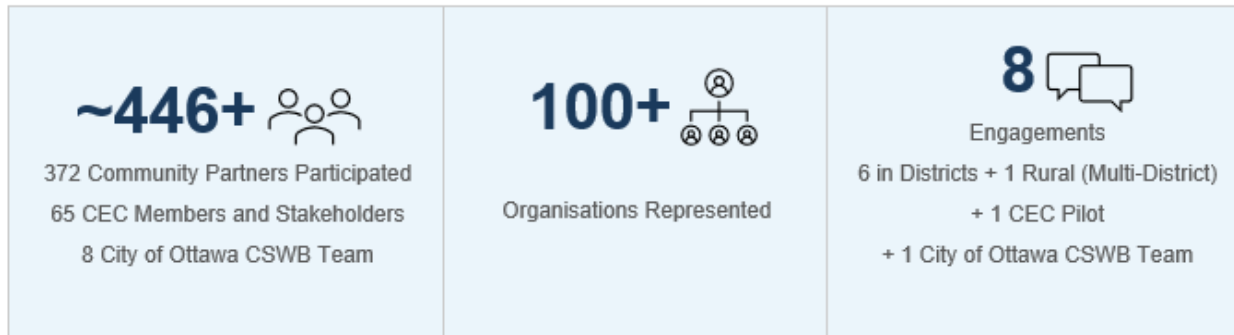
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# Table of Contents

Executive Summary .....	i
1. Introduction .....	1
2. The Engagement Series at a Glance .....	2
3. What We Heard: Cross-Cutting Themes .....	3
4. District and Community Voices: Context-Specific Insights .....	6
5. Community Input Through Two Lenses: the CSWB Planning Framework and the OPS 4As .....	10
6. Considerations for Senior Leadership.....	17
7. Considerations for Senior Leadership.....	21

## Executive Summary



Between January and March 2026, the Ottawa Police Service (OPS) convened eight engagement sessions to inform the implementation of its Community Policing approach, the Community Safety and Well-Being (CSWB) Framework, and the new District Model. An initial session was held as a pilot with the Community Equity Council (CEC) with 65 members and stakeholders to test the engagement model and gather early feedback on the District Model concept before broader consultation began. Subsequently, community engagements were held in the Central, West, South, East English, East French, and Rural districts, with approximately 446+ participants representing more than 100 organizations, including community health centres, housing providers, social services, community associations, Business Improvement Areas (BIAs), faith institutions, advocacy organizations, municipal partners, and OPS representatives. In parallel to the community engagement, OPS met with the City’s CSWB team to keep them informed of the work underway and to benefit from their perspective.

This report synthesizes what was heard at the community level, in the 6 District sessions plus the rural engagement representing multiple districts. It is intended to support senior OPS leadership as the organization prepares for the January 2027 deployment of the District Model and continues to finalize the OPS CSWB Framework. The report does not replace the individual district-level “What We Heard” reports. Rather, it identifies the cross-district patterns, local nuances, and strategic considerations most relevant to implementation. Summaries of the CEC session and the City meeting are available under separate cover.

### What We Heard

Six themes emerged consistently across the district and rural engagement series.

#### 1. Trust and relationships are the foundation of community policing.

Participants described community policing as relational before it is operational. Trust is built when officers are known, familiar, and present before something goes wrong, and able to stay connected to the communities they serve. Participants were also clear that trust cannot be assumed, particularly in communities where policing has historically been experienced with fear, harm, or mistrust.

#### 2. Visible, consistent, non-enforcement presence matters.

Participants stated they want officers to be seen as part of neighbourhood life, not only as responders to incidents. Foot patrols, school and youth engagement, attendance at community events, informal conversations, and regular presence in community spaces were described as more meaningful than vehicle-based patrols alone. Officer continuity was raised as a practical condition for success.

### **3. Prevention and early intervention are the priority.**

Across the sessions, participants spoke more often about youth engagement, mental health supports, housing, social services, community programming, and early intervention than about enforcement. This does not mean enforcement is unimportant. Rural and suburban participants, in particular, emphasized traffic safety, property crime, break-ins, and response times. The broader message was that enforcement alone cannot carry the model.

### **4. Community safety is shared work, but coordination gaps remain.**

Participants consistently described police as one partner among many. They want stronger coordination between OPS, social services, housing, mental health, schools, community organizations, and local associations. They also want practical ways to work together: clear referral pathways, regular district-level forums, shared priorities, and, where useful, formal agreements with community partners.

### **5. Communication must be clear, local, and two-way.**

Participants want to know who to contact, what different OPS roles do, what is happening in their neighbourhood, and how their input is being used. Acronyms and internal terminology were identified as barriers. Communities asked for plain-language role descriptions, district-specific updates, accessible points of contact, multilingual and French-language communication where needed, and visible follow-up after consultation.

### **6. Capacity and resourcing will determine whether the model is credible.**

Participants were direct that the District Model will only work if officers have the time, stable assignments, manageable coverage areas, and organizational support needed to build relationships. Many referred to previous community policing models that were valued and then discontinued. As a result, communities are watching for follow-through, not only consultation.

## **What This Means for the District Model and the OPS CSWB Framework**

The findings align strongly with the intent of the District Model and the OPS CSWB Framework. Participants support a more local, relationship-based, prevention-focused approach to safety and well-being. However, they also identified the conditions that will determine whether that approach is experienced as real.

Three implications stand out for senior leadership.

First, the model reflects what communities want, but only if it is resourced to work. The gap is not primarily in the philosophy of the model. The risk is that officers may not have the time, continuity, coverage areas, or protection from redeployment needed to deliver on it.

Second, equity must be designed into implementation. In Central and East districts, participants emphasized anti-racism, anti-oppression, trauma-informed practice, language access, and trust-building with newcomer, Francophone, Black, racialized, and other communities that may not experience policing as protective. In Rural Ottawa, equity was raised differently: participants were concerned that rural communities could be overlooked or under-resourced relative to urban areas. Both dimensions matter.

Third, community confidence will depend on visible follow-through. Participants asked OPS to come back before deployment, show how input was used, explain what will change, and be honest about what cannot be addressed immediately. A follow-up engagement process before January 2027 would be a concrete way to demonstrate accountability.

### **Priority Next Steps**

Based on what participants shared, the most important next steps are to:

- confirm and communicate how community input is shaping the District Model and OPS CSWB Framework;
- hold a follow-up engagement opportunity before the January 2027 deployment;
- develop plain-language, district-specific communications that explain who to contact, what roles exist, and how the model will work;
- review officer coverage areas, assignment continuity, and redeployment pressures before launch;
- establish practical district-level coordination mechanisms with community partners;
- embed equity, rural equity, language access, and cultural adaptation into implementation planning;
- co-design meaningful performance measures with community partners, including measures related to trust, access, relationships, prevention, and follow-through; and
- coordinate the District Model and the OPS CSWB Framework with the broader City of Ottawa CSWB Plan and the community, health, housing, youth, and social service systems that shape safety and well-being.

The engagement series showed strong readiness to work with OPS. It also showed that communities will judge the District Model by what changes on the ground: whether officers are known, whether relationships last, whether partners can reach the right people, whether prevention is taken seriously, and whether OPS returns to communities with evidence that their input mattered.

# 1. Introduction

## 1.1 Purpose and Scope of This Report

This report synthesizes what was heard across the Ottawa Police Service’s community engagement sessions held between January and March 2026. The sessions were designed to inform three connected areas of work: OPS’s community policing approach, the new District Model, and the OPS Community Safety and Well-Being (CSWB) Framework.

Unlike the individual district-level “What We Heard” reports, which document each session in greater detail, this report looks across the full engagement series to identify the major patterns, district-specific nuances, and implementation considerations that emerged from community input.

The report is intended to support OPS senior leadership by:

1. identifying the strongest cross-cutting themes from across the engagement series;
2. highlighting district and community differences that matter for implementation;
3. organizing participant input in relation to the CSWB Framework and OPS 4As;
4. informing continued refinement of the District Model and OPS CSWB Framework; and
5. identifying practical considerations and next steps before the January 2027 deployment.

## 1.2 About the Engagement Series

The engagement series was the first phase of a structured consultation process with community leaders, partner organizations, service providers, elected officials, and others working at the intersection of community safety and well-being. The sessions were designed for community partners and organizations, rather than as broad public consultations, and were facilitated by The Lansdowne Consulting Group on behalf of OPS.

Each session followed a consistent structure. Participants received a plenary orientation video and briefing on the District Model and OPS CSWB Framework, then took part in facilitated table discussions. The first discussion asked what community policing means to them and what success would look like. The second discussion explored how the District Model should work in practice, including how OPS should connect with communities, work with partners, identify issues, develop solutions, anticipate implementation challenges, and share updates.

Input was captured through participant worksheets, plenary discussions, pre-engagement registration responses, and post-session feedback.

District	Date	Location	Participants
Central	Jan 13, 2026	Sandy Hill Community Centre	~114
West	Jan 22, 2026	Marconi Centre	~86
South	Jan 28, 2026	Nepean Sportsplex	~40
East (English)	Feb 5, 2026	Greenboro Community Centre	~72
East (French)	Feb 3, 2026	Centre des arts Shenkman	~27
Rural (Multi-District)	Mar 4, 2026	Manotick Community Centre	~33
<b>TOTAL</b>			~372

## 1.3 How to Read This Report

This report is designed for internal review and strategic use. The Executive Summary provides a concise overview of the main findings and implications. Sections 3 and 4 summarize what communities said across districts and where local context matters. Section 5 organizes the findings through the CSWB Framework and OPS 4As. Sections 6 and 7 identify leadership considerations and recommended next steps.

This synthesis draws on participant language wherever possible, including direct quotes and district-specific examples. The individual district reports remain the primary source for detailed session findings and verbatim input

## 2. The Engagement Series at a Glance

### 2.1 Who Was in the Room

The engagement series brought together community leaders, frontline service providers, organizational partners, elected officials, municipal representatives, and OPS staff working at the intersection of community safety and well-being.

Across all sessions, OPS invited a broad cross-section of community organizations and stakeholders. More than 100 organizations were represented, including:

- community health centres and social services;
- social and affordable housing providers;
- City of Ottawa programs, departments, and Councilors' offices;
- Business Improvement Areas and private sector organizations;
- community associations, community houses, and neighbourhood groups;
- faith, cultural, and ethnocultural organizations;
- youth-serving organizations and programs;
- advocacy and cross-sector organizations;
- post-secondary institutions; and
- Ottawa Police Service Board members and OPS staff.

The sessions also benefited from pre-engagement registration responses. A total of 324 respondents shared what community policing means to them, 306 identified what police should focus on to make a real difference, and 396 indicated their level of understanding of the CSWB Framework.

These sessions were designed as targeted partner and stakeholder engagements, not broad public consultations. As a result, participation largely reflected individuals connected to formal organizations, service providers, community associations, institutions, and established networks. Participants also identified the need for complementary engagement with voices less represented in this phase, including youth, residents not connected to services, people with lived experience of the justice system, and unaffiliated community members.

## 2.2 Methodology and Analytical Approach

Input was collected through four sources:

- pre-engagement registration responses;
- participant-completed worksheets;
- plenary contributions; and
- post-session feedback questionnaires.

The worksheets were treated as the primary engagement artifacts because they captured table-level discussion directly in participants' own words. Plenary contributions and registration responses were used to identify broader patterns, clarify recurring issues, and add context.

This synthesis was prepared by reviewing the six district-level reports and their underlying source materials. The analysis looked for:

- themes raised consistently across multiple districts;
- issues raised with particular frequency or intensity;
- district-specific differences relevant to implementation; and
- practical suggestions from participants for the District Model and CSWB Framework.

This report is not an evaluation of the District Model. It is a synthesis of what participants shared, with analysis intended to support OPS as it refines the model, finalizes the OPS CSWB Framework, and plans for January 2027 deployment.

## 3. What We Heard: Cross-Cutting Themes

Six themes emerged consistently across the engagement series. While each district brought its own context and priorities, participants across the city described a common vision for community policing: local, relational, prevention-focused, coordinated, and accountable.

### Theme 1: Trust and Relationships Are the Foundation

#### What we heard

Participants described community policing as fundamentally relational. Trust is built when officers are known, familiar, approachable, and present before something goes wrong. It is not created by visibility alone, or by a police car passing through a neighbourhood. It comes from repeated, human interaction over time.

Participants also emphasized that trust cannot be assumed. In communities where policing has been experienced with fear, harm, or mistrust — including some racialized, unhoused, and equity-seeking communities — relationship-building must begin with accountability, consistency, and visible change.

- *"Trust is not a workshop — it's a practice. Safety must be defined by the people most harmed."* — Central District
- *"How do you build trust if there's a different face every time?"* — West District
- *"Success is when a police officer shows up, and the aggressive fear in me goes away when I see that person."* — Central District
- *"Community policing means building real, ongoing relationships so safety is something we work on together, not something that's done to a community."* — Rural Community

## What this means for implementation

The District Model will be judged less by its structure than by whether communities experience officers as consistent, known, and connected. Stable assignments, manageable coverage areas, and time for non-enforcement engagement are essential to making the model credible.

## Theme 2: Visible, Consistent, and Non-Enforcement Presence Matters

### What we heard

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- *"How do you build trust if there's a different face every time?"* — West District
- *"Success is when a police officer shows up, and the aggressive fear in me goes away when I see that person."* — Central District
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### What this means for implementation

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## Theme 3 Prevention and Early Intervention Are the Priority — Not Enforcement First

### What we heard

Participants consistently framed community safety as something built upstream. They spoke about youth engagement, mental health supports, housing, social services, community programming, and early intervention more often than enforcement.

The near absence of “enforcement” in many Round 1 discussions was notable. When participants were asked what community policing means and what success looks like, they focused on preventing harm before it escalates.

At the same time, participants did not suggest that enforcement is irrelevant. Rural and suburban participants, in particular, identified traffic safety, property crime, break-ins, and timely response as important police responsibilities. The broader message was that enforcement alone is not enough.

- *"We want to move from investing a lot in crisis response to investing in what prevents the crisis."* — Central District
- *"Focus on prevention and youth — if we get kids back on track early, we eliminate problems later."* — West District
- *"Community policing should create relationships between communities and focus on prevention rather than repercussions."* — East District
- *"Preventive patrols can act as a deterrent for illicit activities such as car break-ins and drug use — rather than only arriving after calls are reported."* — East District

## What this means for implementation

The District Model should make prevention part of day-to-day policing, not an add-on. Participants want officers to help connect people to supports, work with youth and schools, share local safety information, and partner with community organizations before issues become crises.

## Theme 4 Community Safety Is Shared Work — But Coordination Gaps Remain

### What we heard

Participants described community safety as a shared responsibility. Police are one partner among many, alongside social services, housing providers, schools, mental health services, community organizations, businesses, faith institutions, and local associations.

There is strong willingness to collaborate, but participants said current coordination is uneven. They identified unclear referral pathways, limited information sharing, role confusion, and a lack of regular mechanisms for joint problem-solving.

Several participants emphasized that consultation is not the same as partnership. They want to help define priorities, shape solutions, and understand how decisions are made.

- *"OPS can't fix this alone — it's a shared responsibility." — West District*
- *"Police and community working together through trust, communication, and shared responsibility to keep our neighbourhoods safe." — West District*
- *"Community policing means Police and partners and tenants coming together to address safety concerns — coming up with strategies and creative solutions that don't simply look at "let's add more police."" — Central District*
- *"Collaboration begins with information sharing — but it also requires ways to work together across services." — Central District*

### What this means for implementation

Participants are asking for practical coordination: regular district-level tables, clearer referral pathways, shared priorities, and formal agreements where useful. The model will need to make partnership visible and workable at the local level.

## Theme 5 Communication Must Be Clear, Local, and Two-Way

### What we heard

Communication challenges were raised in every district. Participants want to know who to contact, what different OPS roles do, what is happening in their neighbourhood, and what happens after they provide input or report a concern.

Acronyms and internal terminology were identified as barriers, even for well-connected community partners. Participants asked for plain-language explanations, named contacts, local updates, and communication through channels that communities already use.

Communication needs also vary by community. The East French session emphasized French-language access, culturally adapted communication, and the importance of building trust with Francophone newcomers and communities that may have different experiences of policing.

- *"It's not always clear who to contact or what different roles do." — West District*
- *"The abbreviations — NRT and all of that — we're asking ourselves what these mean. For community members, including those for whom English is not their first language, these terms are very difficult." — Central District*
- *"People don't just want general updates — they want to know what's happening in their specific community." — Rural Community*

- *"Show us how our input is being used." — West District*

### **What this means for implementation**

Before deployment, communities will need clear, district-specific information about how the model works, who their contacts are, and how OPS will report back. Closing the loop is central to building confidence.

## **Theme 6 Communication Must Be Clear, Local, and Two-Way**

### **What we heard**

Participants were direct that the District Model will only work if it is adequately resourced. Across sessions, they raised concerns about officer workload, large coverage areas, frequent rotation, administrative burden, and the risk that community officers will be pulled away from local engagement.

Many participants referred to previous community policing models that were valued and then discontinued. That history shapes how communities view this new model. They are looking for evidence that OPS will sustain the approach over time.

Participants also recognized that broader social pressures — including gaps in housing, mental health, addictions, and social services — continue to drive demand on policing. They cautioned that the District Model cannot succeed on its own if those pressures remain unaddressed.

- *"Adequately resource this. Without that, it's not going to work." — Central District*
- *"Not enough time/resources to build real relationships." — West District*
- *"Is this going to pull officers away from the community because of administrative demands?" — West District*
- *"There is a police culture and that needs to shift in order to actually be successful." — West and Central Districts*

### **What this means for implementation**

Resourcing is not a technical implementation issue; it is central to credibility. Participants want to see realistic coverage areas, stable assignments, protected community time, and honesty about what the model can and cannot achieve.

## **3.1 Summary of Cross-Cutting Findings**

Taken together, the six themes point to a clear community expectation: OPS should continue to respond effectively when incidents occur, but the District Model should also help move community policing toward prevention, relationship-building, coordination, and accountability.

Participants are not asking only for more visibility. They are asking for a different kind of presence: officers who are known, reachable, consistent, informed by local context, connected to partners, and accountable for follow-through.

## **4. District and Community Voices: Context-Specific Insights**

While the six cross-cutting themes describe what communities said across Ottawa, each district brought its own context, priorities, and implementation concerns. These differences matter. A single city-wide approach will not work equally well in every community. The District Model will need to be locally adapted while remaining consistent in its overall intent.

## 4.1 Central District

Session: January 13, 2026 | ~114 participants | Sandy Hill Community Centre

The Central District session was the largest in the series and generated some of the most detailed and candid input. Participants spoke from direct experience with complex social issues, including homelessness, mental health, substance use, poverty, housing instability, and community-level safety concerns.

Four points stood out.

- 1. Participants remember a previous district policing model that worked.**  
Several participants recalled earlier community policing approaches that were valued and then discontinued. This history shapes expectations for the new District Model. Participants are not starting from a blank slate; they are looking for evidence that this model will be sustained.
- 2. Equity, anti-racism, and trauma-informed practice were described as essential.**  
Participants emphasized that the model must work for communities that do not automatically experience policing as protective. Anti-racist, anti-oppressive, and trauma-informed approaches were raised as conditions for trust, not as optional additions.
- 3. Participants proposed practical tools for rebuilding local connection.**  
Central District participants identified several concrete mechanisms, including community offices, non-emergency access points, visible civilian staff, plain-language role descriptions, and formal agreements with community organizations.
- 4. Redeployment to city-wide operations was identified as a direct risk.**  
Participants said community officers are often pulled away from local work to support protests, major events, overtime needs, and other city-wide priorities. Their concern was simple: when officers are reassigned, they are not in the community building the relationships the model depends on. Participants called for stronger protections for district assignments and clearer plans to maintain continuity when city-wide demands arise.

Central District participants also raised the issue of resource equity. Given the concentration of complex social challenges in the district, some questioned whether equal resource allocation across districts would be sufficient, or whether resources should be matched to need.

- *"A lot of the issues that are challenges are not policing issues. What we try to focus on is what needs to be better. Officers need more knowledge about what they can interactively do." — Central District*
- *"Trust is not a workshop — it's a practice. Safety must be defined by the people most harmed." — Central District*

## 4.2 West District

Session: January 22, 2026 | ~86 participants | Marconi Centre

The West District session brought together the second-largest group in the series, with strong participation from faith-based organizations, business improvement areas, community health centres, and local service providers.

Three points stood out.

- 1. Prevention was the dominant framing.**  
West District participants consistently described community safety as something built through early intervention, youth engagement, relationships, and connection to services. Their input was strongly aligned with the upstream intent of the CSWB Framework.

## 2. **Culture change within OPS was named directly.**

Participants said the District Model will require more than a new structure. It will require a shift in how community policing is understood, supported, supervised, and rewarded inside OPS. Buy-in from frontline officers, supervisors, senior leadership, and the Chief was seen as essential.

## 3. **Coordination gaps were more prominent than technical gaps.**

West participants focused less on the technical design of the model and more on the need for better coordination between OPS and community partners. They called for clearer referral pathways, reduced silos, regular communication, and success measures developed with the community.

- *"Community policing means building strong, trusting relationships between police and the community they serve. It's about being present, approachable, and working alongside residents to understand their needs." — West District*
- *"If a police officer brings a youth home the first time, that should be your first intervention." — West District*

## 4.3 South District

The South District session was smaller than others, but the discussion was practical and grounded in frontline service delivery. Participants focused on what would help the model work in day-to-day community settings.

Four points stood out.

### 1. **Participants focused on practice, not theory.**

South District participants were especially interested in how the model would function in real situations: who to contact, where to go, how referrals would work, and how OPS would stay connected to community partners.

### 2. **Role clarity was a major concern.**

Participants emphasized that community partners need to understand OPS roles, units, and points of contact. Plain-language explanations and accessible non-emergency contact mechanisms were seen as basic requirements.

### 3. **Youth spaces and community access points matter.**

Participants raised concerns about young people with limited places to go after school, the need for positive engagement before problems arise, and the potential role of community centres, recreation spaces, and business areas as connection points.

### 4. **South District includes both suburban and lower-density realities.**

The district includes communities with different access to services and different policing needs. Some areas have relatively strong service infrastructure, while others face distance and dispersal challenges more similar to rural communities.

- *"Community policing feels different from just police presence. It's about relationships, understanding the community, and working together." — South District*
- *"A lot of the issues we are seeing are not policing issues. Officers need to understand what supports exist and how to connect people to them." — South District*

## 4.4 East District — English and Francophone Communities

English session: February 5, 2026 | ~72 participants | Greenboro Community Centre

French session: February 3, 2026 | ~27 participants | Centre des arts Shenkman

The East District includes urban, suburban, peri-urban, and rural communities. It also includes significant Francophone and newcomer populations, a strong Neighbourhood Watch presence, and areas affected by growth and LRT expansion. Two sessions were held to better reflect English and Francophone community perspectives.

Four points stood out.

**1. Neighbourhood-level infrastructure is a strength.**

The English session included strong participation from community associations, housing cooperatives, and neighbourhood organizations. These groups already play an important role in local safety through communication, Neighbourhood Watch, informal problem-solving, and community organizing. Participants were interested in stronger coordination with OPS through these existing structures.

**2. Francophone and newcomer communities require culturally and linguistically adapted approaches.**

The French session emphasized the importance of French-language service, cultural awareness, and trust-building with newcomers, including people who may come from places where police are feared or avoided. Participants were clear that language access is not only a communications issue; it affects whether people feel safe reaching out to OPS.

**3. The district's geography creates a risk of uneven service.**

Both sessions highlighted variation across the East District, from established suburban neighbourhoods to newer growth areas and smaller rural communities. Participants were concerned that smaller or less visible communities could be overlooked unless the model is intentionally designed to reach them.

**4. LRT expansion may change local safety patterns.**

Participants noted that LRT expansion will create new movement patterns, gathering points, and community dynamics. OPS will need to monitor how these changes affect local safety, visibility, and service needs.

- *"Seeing police cars is not safety — it's about the relationship building." — East District (English)*
- *"Le succès... c'est que ce soit un réflexe d'appeler la police lorsqu'on est en insécurité, pas de fuir la police ou d'avoir peur des représailles." — East District (French)*
- *"Le district est très large, rural et urbain... les plus petites communautés risquent d'être moins représentées." — East District (French)*

## 4.5 Rural Ottawa

**Session: March 4, 2026 | ~33 participants | Manotick Community Centre**

The Rural Ottawa session brought together participants from communities across multiple districts. Their input was distinct because geography, distance, visibility, and local volunteer networks shape how community policing is experienced.

Four points stood out.

**1. Geography is the defining constraint.**

Large distances, dispersed populations, and long travel times affect response, visibility, and relationship-building. Participants were clear that approaches designed for urban or suburban communities cannot simply be applied to rural Ottawa without adaptation.

**2. Prevention and enforcement were described as complementary.**

Rural participants valued relationship-building and prevention, but they also emphasized the need for enforcement in areas such as traffic safety, property crime, break-ins, and farm or property damage. In this context, prevention and enforcement were not seen as competing priorities.

**3. Community associations are essential partners.**

In rural areas, community associations, local volunteers, and informal networks are often the primary infrastructure for communication and problem identification. Participants encouraged OPS to work through these trusted structures rather than creating new engagement channels.

**4. Rural participants are concerned about being overlooked.**

Participants expressed concern that resources and attention may concentrate in urban areas. They asked for clear commitments about what consistent rural presence will look like under the District Model.

- *"In a rural community, it's about officers being visible, approachable, and known by name, understanding the unique needs of our community, and listening before reacting."* — Rural Community
- *"In the broader system it may not seem like a big issue, but for rural residents, things like damage to farmland or property can be very significant."* — Rural Community
- *"If information comes through a trusted community association, people are more likely to engage."* — Rural Community

## 4.6 What Cuts Across All Districts: Convergence and Divergence

Across the engagement series, several priorities were shared by all districts: trust, prevention, officer continuity, clear communication, partnership, and adequate resourcing. What differed was how those priorities showed up in local context.

Dimension	Pattern Across Districts
<b>Trust</b>	Universal priority, but starting levels of trust vary by community and past experience with policing.
<b>Prevention</b>	Strongly supported across districts; rural and suburban participants also emphasized enforcement as a necessary complement.
<b>Officer continuity</b>	Raised everywhere; especially important where geographic coverage areas are large or relationships have been disrupted in the past.
<b>Coordination</b>	All districts want better coordination, but preferred mechanisms vary: MOUs, referral pathways, regular tables, data sharing, or community associations.
<b>Equity and access</b>	Most explicit in Central and East French sessions, but relevant across the city. Rural participants raised equity through the lens of geography and resource allocation.
<b>Communication</b>	All districts want clearer, more local communication and named contacts. Francophone, newcomer, and rural communities identified specific access needs.
<b>Community offices or local access points</b>	Raised most clearly in Central and South.
<b>Geography</b>	Most acute in Rural and East, but also relevant in parts of South.
<b>Youth engagement</b>	Raised across all districts, with different suggested settings: schools, recreation spaces, community events, sports, and informal youth spaces.

Taken together, the district-level findings point to a common direction but not a uniform solution. The District Model will need to be consistent enough to be understood city-wide, but flexible enough to reflect local realities.

## 5. Community Input Through Two Lenses: the CSWB Planning Framework and the OPS 4As

The findings from the engagement series can be organized through two complementary lenses:

1. **The CSWB planning framework**, which describes the continuum of action from long-term social development to immediate incident response; and
2. **The OPS 4As**, which describes how OPS intends to show up through the District Model: Access, Affect, Act, and Account.

Together, these frameworks help translate what communities said into practical implications for the District Model and the OPS CSWB Framework. The CSWB Framework helps clarify where community safety work happens across the system. The OPS 4As help clarify how OPS should be experienced by communities.

The strongest message from participants was that OPS should continue to respond effectively when incidents occur, while strengthening its role in prevention, early intervention, local relationships, coordination, and follow-through.

## 5.1 CSWB Planning Framework: Four Areas of Intervention

The Community Safety and Well-Being Planning Framework identifies four areas of intervention:

Area of Intervention	Plain-language meaning
<b>Social Development</b>	Long-term work to improve the conditions that shape safety and well-being, such as housing, employment, education, food security, mental health, and social connection.
<b>Prevention</b>	Proactive efforts to reduce known risks before they lead to harm, victimization, or crime.
<b>Risk Intervention</b>	Coordinated action when individuals, families, groups, or places face elevated risk and need timely support.
<b>Incident Response</b>	Immediate response to urgent situations, including emergencies, public safety concerns, criminal incidents, and enforcement matters.

The framework makes clear that incident response is necessary, but not sufficient on its own. Participants echoed this throughout the engagement series. They did not ask OPS to stop responding to incidents. They asked OPS to connect response with prevention, relationship-building, referral, coordination, and follow-up.

### 5.1.1. Social Development: Addressing the Conditions that Shape Safety

#### What we heard

Participants repeatedly emphasized that many issues driving demand on policing are not, at their core, policing issues. Housing instability, poverty, mental health, addictions, lack of youth programming, food insecurity, and limited access to services were all identified as conditions that shape community safety.

This was especially clear in Central District, where participants spoke about homelessness, substance use, mental health, and housing pressures. South District participants raised concerns about youth with nowhere to go after school and people moving between downtown supports and suburban communities. Rural participants emphasized that distance itself is a barrier to services.

- *"Success is people thriving and having basic needs met and connected to the right supports and services. We want to move from investing a lot in crisis response to investing in what prevents the crisis." — Central District*
- *"Need to fund police AND fund social services." — South District*
- *"Social disorder and quality-of-life concerns sit at the intersection of housing, substance abuse, and crime and safety. We need a more holistic governance model where funding goes to people driving in the same direction, not competing against each other." — Central District*

#### What this means for the District Model

OPS does not own the full social development agenda. Housing, health, education, employment, income security, and community services sit largely outside the police mandate.

However, OPS has an important role as a partner. Through the District Model, OPS can:

- identify recurring pressures seen through calls for service;
- share relevant trends with partners where appropriate;
- participate in local and city-wide CSWB planning;
- help connect residents to community supports; and
- use its operational experience to support upstream planning.

The key message is that OPS should be connected to the broader CSWB ecosystem, without being expected to replace it.

### 5.1.2. Prevention: Acting Before Harm Escalates

#### What we heard

Prevention was the dominant way participants described community policing. Across districts, they spoke about youth engagement, school presence, foot patrols, community events, fraud prevention, safety education, Neighbourhood Watch, and informal contact with officers before problems occur.

Participants saw prevention as both relational and practical. It means officers are known in communities, but also that OPS works with partners to identify risks early and respond before issues escalate.

- *"We used to have community offices staffed by OPS and trained volunteers — non-emergency response places where people could go. We were thinking about reviving that." — Central District*
- *"Bring back community police resource officers in high schools." — East District*
- *"Officers out in the community, attending events, chatting with residents, walking around, engaging with youth." — Rural Community*
- *"Getting to where people already are — school councils, minor hockey leagues — instead of creating new places for engagement." — Rural Community*

#### What this means for the District Model

Prevention should be treated as part of the day-to-day work of the District Model, not as an add-on. This requires:

- stable officer assignments;
- time protected for community engagement;
- realistic coverage areas;
- partnerships with schools, youth-serving organizations, and community groups;
- better use of existing local networks; and
- sharing local safety information in ways that help communities act early.

This is one of the areas where the District Model can most directly reflect what participants asked for.

### 5.1.3. Risk Intervention: Connecting People to the Right Supports

#### What we heard

Participants described many situations where police may be involved, but where the longer-term need is connected to mental health, addictions, homelessness, family crisis, youth vulnerability, or social isolation.

Risk intervention was raised most directly in Central and East districts, but the underlying message appeared across the series: when people are at elevated risk, the response should involve the right partners, not police alone.

Participants called for clearer referral pathways, stronger follow-up, more mental health supports, youth diversion, restorative justice, and coordinated response models such as ANCHOR.

- *"Support alternative response options like ANCHOR, connecting individuals in need with supportive services." — Central District*
- *"When police leave an interaction, the person may still need support; the relationship should not end when police leave." — East District*
- *"Use diversion for first-time youth offenders. Use restorative justice approaches." — East District*
- *"More mental health officers and supports are needed, and people need to know who to call for help." — East District*

### What this means for the District Model

The District Model should make it easier for officers and partners to respond to elevated risk together. This means clarifying:

- when OPS should lead;
- when another service provider should lead;
- who officers should contact;
- how referrals should be made;
- what follow-up is expected; and
- how information can be shared within appropriate privacy and legislative limits.

OPS will continue to have a lead role where there is immediate safety risk, violence, criminality, victimization, investigation, enforcement, or a statutory police responsibility. In other situations, OPS may be better positioned as a stabilizing, connecting, or supporting partner.

#### 5.1.4. Incident Response

##### What we heard

Participants were clear that effective incident response remains an important police responsibility. This was especially emphasized in rural and suburban contexts, where traffic safety, property crime, break-ins, violence, emergency calls, and response times were raised as significant concerns.

At the same time, participants did not want incident response to be the only expression of community policing. They want response to be connected to problem-solving, referral, communication, and prevention.

- *"Success is when a police officer shows up, and the aggressive fear in me goes away when I see that person." — Central District*
- *"Traffic violations are at epidemic proportions." — Rural Community*
- *"I need to know that if I call for help, the right person will show up." — Multiple Districts*
- *"Share information from police actions more proactively, similar to major-case updates used elsewhere." — East District*

### What this means for the District Model

Incident response should not be treated as separate from the rest of the District Model. Each response can also generate information about patterns, repeat locations, service gaps, and people who may need support.

For the District Model, this means:

- maintaining timely and effective police response where police are required;
- connecting incidents to referral and follow-up where appropriate;
- identifying repeat issues that may require prevention or risk intervention;
- communicating with communities within privacy and operational limits; and
- using incident patterns to inform local planning with partners.

### 5.1.5. What the CSWB Lens Shows

Read through the CSWB Framework, the engagement findings point to a clear balance:

- OPS must continue to respond effectively to incidents that require police involvement, connecting each response to prevention, referral, and follow-up where appropriate, so that incident response contributes to, rather than operates separately from, the broader safety and well-being system.
- The District Model should strengthen OPS’s role in prevention, risk intervention, and local coordination by identifying early risks, connecting people to appropriate services, and supporting partner-led responses where police presence adds value.
- OPS should actively participate in the broader City of Ottawa CSWB Plan and partner systems.
- OPS's role in social development is to be an informed partner: identifying risk and protective factors, sharing front-line observations, connecting people to services, and participating in upstream planning. Primary responsibility for these systems rests with the specialized agencies and orders of government designed to carry them.
- Success should be measured across all four levels of the CBS intervention spectrum, not only by enforcement activity or call response, but also by trust, access, referrals, prevention, reduced repeat issues, and follow-through.

In practical terms, the CSWB lens positions the District Model as a bridge between police operations and the broader community safety and well-being system.

## 5.2 Input Through the 4As Lense

The OPS 4As Framework (Access, Affect, Act, and Account) provides an operational lens for community policing within the District Model. Participants did not always use this language, but their input maps closely to the four commitments.

OPS 4A	What communities asked for
<b>Access</b>	Treat communities as partners in defining safety and shaping solutions.
<b>Affect</b>	Treat communities as partners in defining safety and shaping solutions.
<b>Act</b>	Respond holistically, through prevention, coordination, enforcement where needed, and connection to services.
<b>Account</b>	Report back, show what changed, and be honest about results and limits.

### 5.2.1. Access — Make OPS Easier to Reach

Participants want clearer, simpler ways to reach OPS before, during, and after issues arise. Access is about more than visibility. It is about whether residents and community partners know who to contact, what different roles mean, and what to expect after they reach out.

Participants called for:

- named and stable district contacts;
- plain-language role descriptions;

- less reliance on acronyms;
- community offices or local access points;
- clear reporting pathways;
- communication through trusted local channels;
- French-language and multilingual access where needed; and
- use of community associations, schools, councillors, faith groups, and local organizations as trusted connectors.

**Implication for the District Model:** Before deployment, OPS should be able to explain, in plain language, who serves each area, how to reach them, what they can help with, and what happens after a concern is raised.

### 5.2.2. Affect — Treat Communities as Partners

Participants want to shape priorities with OPS, not simply respond to decisions already made. They described partnership as ongoing, local, and practical.

Participants called for:

- regular district-level forums;
- co-created priorities and success measures;
- stronger use of existing networks such as Neighbourhood Watch and community associations;
- involvement of faith, cultural, ethnocultural, youth, business, housing, and social service partners;
- community champions or local liaisons; and
- formal agreements, such as MOUs, where they would clarify roles and expectations.

**Implication for the District Model:** Partnership should be built into the model through regular structures and shared work, not left to individual relationships alone.

### 5.2.3. Act — Respond Holistically

Participants want OPS to act in ways that reflect the full range of community safety needs. This includes enforcement where appropriate, but also prevention, early intervention, referral, education, and coordination with other services.

Participants called for:

- mental health and crisis response coordination;
- clear referral pathways to social services, housing, youth supports, and health services;
- youth diversion and restorative justice;
- school and recreation-based engagement;
- community education on fraud, safety, and crime prevention;
- foot patrols and attendance at community events;
- local data-informed responses; and
- rural approaches that balance prevention with enforcement.

**Implication for the District Model:** OPS should define what officers are expected to do beyond responding to calls, including how they work with partners, identify patterns, and support prevention.

### 5.2.4. Account — Show What Changed

Participants were clear that accountability will be tested through follow-through. They want OPS to come back, share what was heard, explain what changed, and be honest about what cannot be addressed immediately.

Participants called for:

- a follow-up engagement session before January 2027 deployment;
- regular district-level reporting;
- plain-language updates on implementation progress;
- data sharing with community partners where appropriate;
- community-defined performance measures;
- feedback after incidents or reports where possible; and
- transparency about limitations, resource constraints, and unresolved issues.
- “Show us how our input is being used.” — West District

**Implication for the District Model:** Accountability should be visible before launch and sustained after deployment. The most immediate test will be whether OPS returns to communities before January 2027 with a clear explanation of how their input shaped the model.

### 5.3 Summary: What the Two Lenses Reveal

The CSWB Framework and OPS 4As point to the same overall message: communities want OPS to be effective in response, but also more local, preventative, coordinated, accessible, and accountable.

Community message	CSWB connection	OPS 4As connection
Build trust through consistent relationships.	Prevention / Risk Intervention	Access / Affect
Invest earlier, especially with youth and people at risk.	Social Development / Prevention / Risk Intervention	Act
Make OPS easier to understand and reach.	Collaboration and information sharing	Access
Work with partners, not in parallel.	Prevention / Risk Intervention	Affect / Act
Respond effectively when incidents occur.	Incident Response	Act
Show communities how input is used.	Performance measurement and accountability	Account
Be honest about capacity and limits.	System planning	Account

The practical implication is clear: the District Model should not be understood only as a deployment structure. Participants emphasized a model that changes how OPS connects with neighbourhoods, works with partners, prevents harm, responds to incidents, and reports back on progress.

## 6. Considerations for Senior Leadership

The engagement series surfaced several issues that may require senior leadership direction before the District Model is deployed in January 2027. These are not only operational details; they are decisions that will shape whether communities experience the model as credible, practical, and different from previous approaches.

### 6.1 What Must Be in Place Before Launch?

Participants consistently said the District Model will only work if communities can see and feel a difference before and during deployment. Several pre-launch commitments should be treated as essential.

1. **A follow-up engagement session before January 2027**

Participants in every district asked OPS to come back before launch and show how their input was used. This is the most immediate test of accountability. A follow-up session would allow OPS to confirm what was heard, explain what changed, identify what remains unresolved, and set realistic expectations.

2. **Plain-language information about the model**

- who the local contacts are;
- what different roles and units do;
- how to reach OPS for non-emergency concerns;
- how the model connects to the CSWB Framework; and
- what communities can expect after they share information or raise a concern.

3. **Clarity on district-level access points**

Participants want OPS to be easier to reach. Senior leadership should determine what access will look like in each district, including whether this includes community offices, drop-in hours, published contacts, community liaison roles, or other local mechanisms.

4. **A clear statement of what will and will not change at launch**

Communities will be more likely to trust OPS if the organization is direct about what can be delivered immediately and what will take longer. Overpromising would create risk. Honest limits, paired with a clear plan, would support credibility.

### 6.2 How Will OPS Resource the Model So It Can Work?

Resourcing was the most consistent implementation concern raised across the engagement series. Participants did not only ask for more presence; they asked whether officers would have the time, stability, and support required to build relationships.

Senior leadership will need to make clear decisions about:

1. **Officer coverage areas**

Participants were concerned that coverage areas may be too large for meaningful relationship-building. OPS should review whether district officer assignments are realistic when measured against geography, call patterns, population density, community complexity, and partner networks.

2. **Officer assignment continuity**

Communities want to know that officers will remain in place long enough to build trust. OPS should consider minimum assignment periods, transition protocols when officers change, and expectations for introducing new officers to community partners.

**3. Protection from routine redeployment**

Participants, especially in Central District, raised concern that community officers are often pulled into city-wide operations. Senior leadership should decide how district assignments will be protected, when redeployment is appropriate, and how community continuity will be maintained when officers are reassigned.

**4. Administrative burden**

The model should not unintentionally reduce community-facing time by increasing administrative work. OPS should identify what administrative functions can be handled by civilian staff or centralized supports so officers can spend more time in community.

**5. Civilian and non-uniformed roles**

Several participants noted that uniformed presence can create barriers in some contexts. OPS should consider how civilian staff, non-uniformed personnel, and community-facing support roles can be used to broaden access and reduce barriers.

### 6.3 What Culture Shift Is Required Inside OPS?

Participants were clear that the District Model cannot succeed through structure alone. It will require a shift in how community policing is understood, supported, supervised, and valued inside OPS.

Senior leadership should consider:

**1. How community policing behaviours will be reinforced**

Officers need clear expectations for relationship-building, prevention, partnership, referral, and follow-through. These behaviours should be reflected in supervision, training, performance conversations, and recognition.

**2. How buy-in will be built at every level**

Participants said the model requires commitment from frontline officers, supervisors, senior leadership, and the Chief. If the model is seen internally as a side project or communications exercise, communities will notice.

**3. How success will be measured**

Traditional activity measures, such as calls responded to or enforcement actions, will not be enough. OPS should also consider indicators related to trust, access, officer continuity, partner satisfaction, prevention activity, referral follow-through, and community-defined outcomes.

**4. How officers will be supported to work differently**

Relationship-based policing takes time, skill, and judgement. Training and support should include cultural humility, trauma-informed practice, anti-racism, de-escalation, referral pathways, local service knowledge, and working in partnership with non-police actors.

### 6.4 How Will Equity Be Designed Into Implementation?

Equity emerged in different ways across the engagement series. For some communities, the focus was anti-racism, anti-oppression, trauma-informed practice, newcomer realities, and language access. For rural participants, the equity concern was geographic: whether rural communities will receive sufficient attention, visibility, and resources.

Senior leadership should make explicit decisions about:

**1. Equity-seeking and historically underserved communities**

OPS should identify how the model will build trust with communities that may not experience police presence as reassuring. This includes Black, racialized, newcomer, unhoused, Francophone, and other communities with distinct histories or access needs.

## 2. **Rural equity**

Rural communities need a model adapted to distance, geography, lower population density, and reliance on community associations. Equal treatment across districts may not produce equitable service.

## 3. **Language access and cultural adaptation**

The East French session made clear that French-language service and culturally adapted communication are conditions of access. Similar considerations may apply for newcomer and multilingual communities.

## 4. **Equity-informed performance measures**

OPS should be able to assess whether the model is working differently across communities, not only whether it is being deployed consistently across districts.

## 6.5 What Partnership Structures Will Make Collaboration Practical?

Participants repeatedly said that community safety is shared work, but that coordination is often inconsistent. The District Model will need practical structures that make partnership easier to sustain.

Senior leadership should decide:

### 1. **What district-level coordination forums are needed**

Regular multi-sector tables could help OPS and partners identify local issues, share trends, coordinate responses, and track progress. These should build on existing networks wherever possible.

### 2. **Where formal agreements would help**

MOUs or similar agreements may be useful with key community organizations, housing providers, schools, crisis response partners, or service networks where roles, referrals, and expectations need to be clear.

### 3. **How referral pathways will work**

Partners want to know what happens when OPS identifies a need outside the police mandate, and officers need to know who to call. Referral pathways should be simple, tested, and locally relevant.

### 4. **How OPS will coordinate with the broader City of Ottawa CSWB Plan**

The District Model should not operate separately from city-wide CSWB planning. OPS has an opportunity to use district-level relationships, data, and patterns to contribute to broader community safety and well-being efforts.

## 6.6 How Will OPS Communicate Progress and Maintain Accountability?

Participants asked OPS to show how their input was used and to continue reporting back after launch. Communication and accountability are therefore not supporting activities; they are central to trust.

Senior leadership should consider:

### 1. **A public-facing “what we heard / what we are doing” response**

Before launch, OPS should provide a clear response to the engagement series, showing which ideas are being acted on, which require further work, and which may not be possible in the short term.

### 2. **District-specific reporting**

Communities want local information, not only city-wide updates. Reporting should include district-level progress, contacts, priorities, and examples of follow-through.

### 3. **Data sharing with partners**

Where privacy and operational limits allow, OPS should share relevant information about local trends, patterns, and outcomes so partners can align their own work.

### 4. **Honest communication about limits**

Participants said they would rather hear honest constraints than broad promises. Clear communication about resource limits, timelines, and unresolved issues can build credibility if paired with visible action.

### 6.7 What Are the Highest Implementation Risks?

The engagement series identified several risks that senior leadership should actively manage.

Risk	Why it matters	Possible mitigation
<b>Under-resourcing</b>	The model may not deliver on its promise if officers lack time, stability, or manageable coverage areas.	Review staffing, geography, workload, and protected community time before launch.
<b>Officer rotation and redeployment</b>	Relationships will not form if officers change frequently or are routinely pulled away.	Set continuity expectations and redeployment protocols.
<b>Overpromising</b>	Trust may be damaged if OPS promises more than it can deliver.	Communicate clearly what will change immediately and what will take longer.
<b>Weak follow-through</b>	Communities may see the engagement as performative if OPS does not return with a response.	Hold a follow-up engagement and publish a clear response to input.
<b>One-size-fits-all implementation</b>	Different communities have different needs, trust levels, and access barriers.	Build district-specific implementation plans within a common model.
<b>Insufficient internal culture change</b>	The model may remain structural rather than behavioural.	Align training, supervision, measurement, and leadership messaging.
<b>Poor coordination with partners</b>	OPS may remain siloed from the systems needed for prevention and risk intervention.	Establish local coordination forums, referral pathways, and partner agreements.
<b>Lack of meaningful measures</b>	OPS may measure activity without knowing whether the model is improving trust, access, and prevention.	Co-design indicators with community partners.

### 6.8 Summary for Senior Leadership

The engagement series suggests that the District Model has strong community support in principle. Participants want a more local, relationship-based, prevention-oriented, and accountable approach to policing. The main risk is not that communities reject the model. The main risk is that the model launches without the conditions needed to make it real.

For senior leadership, the most important decisions are:

1. how the model will be resourced;

2. how officer continuity will be protected;
3. how equity and rural realities will be built into implementation;
4. how community partners will be involved in ongoing problem-solving;
5. how OPS will communicate and report back before launch; and
6. how success will be measured beyond traditional policing activity.

The credibility of the District Model will depend in part on whether communities can see that their input shaped decisions and whether they experience a real difference in how OPS shows up locally.

## 7. Considerations for Senior Leadership

Across the engagement series, participants described both immediate actions and longer-term changes that would help the District Model succeed. Some suggestions are practical and near-term: making officers more visible, clarifying who to contact, improving communication, and showing how input has been used. Others point to deeper shifts in how OPS works with communities: building stable local relationships, strengthening prevention, coordinating more deliberately with partners, and reporting back over time.

The recommendations below are organized into ten thematic areas. Each includes **Quick Wins** — actions that could build confidence in the near term — and **Structural Shifts** — changes that will require more planning, coordination, and sustained investment.

These recommendations are grounded in what participants shared across the engagement series and should be read alongside the individual district reports, where more detailed community voice and local context are documented.

### 7.1 Recommended Actions at a Glance – Participant Input

The table below contains the complete set of recommended actions across all ten themes, organized as Quick Wins and Structural Shifts. Every action in Appendix A is reflected here. For the community voice and analytical context behind each theme, refer to Sections 3 through 7 as well as the individual District session reports.

THEME	QUICK WINS <i>Near-term actions that build confidence</i>	STRUCTURAL SHIFTS <i>Deeper changes for long-term delivery</i>
<b>1. Community Presence &amp; Relationships</b>	<ul style="list-style-type: none"> <li>• Increase visible, non-enforcement presence: foot patrols, community events, schools, community spaces</li> <li>• Assign and publish named officers (CPOs/NRTs) with contact information for each area</li> <li>• Encourage officers to attend existing community gatherings — not create new ones</li> <li>• Increase youth engagement touchpoints: clubs, schools, informal settings</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a place-based policing model with stable officer assignments over time</li> <li>• Re-establish or create local community policing hubs and offices</li> <li>• Shift performance expectations to include relationship-building metrics — not only enforcement outputs</li> <li>• Embed community presence as a protected function — not redeployed to central or city-wide operations</li> </ul>

THEME	QUICK WINS <i>Near-term actions that build confidence</i>	STRUCTURAL SHIFTS <i>Deeper changes for long-term delivery</i>
	<ul style="list-style-type: none"> <li>• Pilot regular drop-in or office hours in community locations</li> <li>• Officers writing regular columns in local community newspapers — named specifically (Buzz, Kitchissippi Times, Glebe Report) as a trusted, approachable format for ongoing presence (Central)</li> <li>• Making OPS civilian and non-uniformed staff more visible in community-facing engagement — not always sending uniformed officers, particularly in contexts where uniform creates barriers (Central, South)</li> <li>• Foot patrols specifically distinguished from vehicle patrols as qualitatively different for trust-building — not just "visible presence" but the specific mode of presence (Central, South)</li> </ul>	<ul style="list-style-type: none"> <li>• Police playing an active connective role across organizations — knowing the community services landscape, making referrals, and actively reducing duplication between organizations working in parallel (Central, West, East FR)</li> </ul>
<p><b>2. Communication, Access &amp; Transparency</b></p>	<ul style="list-style-type: none"> <li>• Publish clear contact pathways: who to call for what, including non-emergency</li> <li>• Provide regular updates through email, social media, and local channels</li> <li>• Share local-level information — not just city-wide statistics</li> <li>• Use existing communication channels: community associations, newsletters, local media</li> <li>• Pilot multi-channel updates: email + social + in-person + print for non-digital populations</li> <li>• Provide follow-up summaries showing how input was used</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a centralized communication ecosystem: community to OPS (input/reporting) and OPS to community (updates, alerts, engagement)</li> <li>• Build a multi-channel communications strategy tailored by demographic: youth, seniors, rural, newcomers</li> <li>• Institutionalize ongoing engagement cycles — not one-off consultations</li> <li>• Create transparent feedback loops: what we heard, what we did, what changed</li> </ul>
<p><b>3. Community–Police Collaboration &amp; Co-Production / Engagement</b></p>	<ul style="list-style-type: none"> <li>• Establish regular meetings with community partners: tables, roundtables, check-ins</li> <li>• Create issue-based working groups focused on youth, homelessness, safety hotspots, and local priorities</li> <li>• Pilot co-design sessions to define local priorities jointly with community partners</li> <li>• Use existing networks — service providers, BIAs, community</li> </ul>	<ul style="list-style-type: none"> <li>• Formalize community advisory structures at the district level or organized around key themes</li> <li>• Shift from consultation to co-production: shared problem definition and solution design</li> <li>• Enable community-led priority setting within districts</li> <li>• Embed collaborative governance mechanisms: joint planning and shared accountability</li> </ul>

THEME	QUICK WINS <i>Near-term actions that build confidence</i>	STRUCTURAL SHIFTS <i>Deeper changes for long-term delivery</i>
	<ul style="list-style-type: none"> <li>associations — as engagement channels</li> <li>• Continue the roundtable engagement format at smaller, neighbourhood-level scales — the format was specifically valued and recommended to be replicated more locally, including with parents, youth, newcomers not currently connected to organized groups</li> <li>• Webinars and online tools as complementary channels — specifically named for reaching people who cannot attend in-person sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Co-developing community action plans with residents — not just setting shared priorities but building joint plans for action</li> </ul>
<p><b>4. Integration with Social Services (Prevention-First Model)</b></p>	<ul style="list-style-type: none"> <li>• Strengthen referral pathways between police and social services</li> <li>• Map and communicate available services to officers and community partners</li> <li>• Increase joint presence and engagement with social service providers</li> <li>• Pilot targeted interventions: youth, homelessness, mental health</li> </ul>	<ul style="list-style-type: none"> <li>• Design and implement a formal integrated service model connecting police and social services</li> <li>• Shift the operating model toward upstream prevention — not reactive response</li> <li>• Establish shared protocols and data-sharing agreements across agencies</li> <li>• Align with the OPS CSWB Framework as the primary delivery model — not a parallel initiative</li> <li>• Broader governance reform as a system-level condition — better coordination across policing, health, housing, and social services named explicitly as a precondition for the model to work</li> </ul>
<p><b>5. Youth Engagement &amp; Prevention</b></p>	<ul style="list-style-type: none"> <li>• Increase police presence in youth settings: schools, clubs, sports leagues, community organizations</li> <li>• Create safe, informal engagement opportunities with youth</li> <li>• Pilot anonymous communication or reporting channels for youth</li> <li>• Provide community education sessions: safety, scams, awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a youth engagement strategy embedded in district policing — not an add-on</li> <li>• Youth and broader populations reached specifically through social media</li> <li>• Create dedicated youth programs and partnerships with community organizations</li> <li>• Institutionalize early intervention models for at-risk youth</li> <li>• Integrate youth voice into ongoing advisory or co-design mechanisms</li> </ul>

THEME	QUICK WINS <i>Near-term actions that build confidence</i>	STRUCTURAL SHIFTS <i>Deeper changes for long-term delivery</i>
<b>6. Equity, Cultural Competence &amp; Trust</b>	<ul style="list-style-type: none"> <li>• Deliver targeted training in mental health response, de-escalation, and cultural competency</li> <li>• Increase engagement with newcomer and equity-deserving communities</li> <li>• Partner with community organizations to bridge cultural gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Embed trauma-informed, anti-racist, and culturally responsive approaches throughout the District Model</li> <li>• Increase representation and diversity within OPS</li> <li>• Redesign service delivery to reflect community-specific realities across districts</li> <li>• Establish trust-building as a formal, measured performance objective</li> </ul>
<b>7. Communication Barriers &amp; Inclusion</b>	<ul style="list-style-type: none"> <li>• Ensure non-digital communication options: print, in-person, phone</li> <li>• Offer flexible engagement formats: evenings, accessible locations</li> <li>• Tailor communication for hard-to-reach groups: youth, seniors, rural communities</li> </ul>	<ul style="list-style-type: none"> <li>• Build an inclusive engagement framework accounting for access barriers, using multiple entry points, and actively targeting underrepresented voices</li> <li>• Develop segmented communication strategies by audience type</li> <li>• Ensure all community-facing materials are available in French and in key newcomer community languages in each district</li> </ul>
<b>8. Data, Metrics &amp; Accountability</b>	<ul style="list-style-type: none"> <li>• Share local data and trends with communities — including education on how to use existing tools on the OPS website</li> <li>• Use data to support community initiatives and funding application opportunities</li> <li>• Provide simple, accessible, and usable reporting on local progress: what is changing and why</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a performance measurement framework aligned to community outcomes — not only policing outputs</li> <li>• Introduce community-defined success indicators developed jointly with community partners</li> <li>• Build data-sharing mechanisms with partner organizations</li> <li>• Align with outcome-based frameworks including the OPS CSWB Framework and Ontario's CSWB Planning Framework</li> <li>• A specific mechanism for community partners to flag concerns during implementation and hold OPS accountable — distinct from general feedback loops; focused on implementation-phase accountability</li> <li>• Annual public impact reports on community policing effectiveness — specifically named as an annual cycle</li> </ul>

THEME	QUICK WINS <i>Near-term actions that build confidence</i>	STRUCTURAL SHIFTS <i>Deeper changes for long-term delivery</i>
<b>9. Resourcing &amp; Operating Model</b>	<ul style="list-style-type: none"> <li>Identify and address immediate staffing gaps that are impacting community engagement</li> <li>Protect dedicated time for community engagement activities — not subject to routine redeployment</li> <li>Pilot dedicated roles for community coordination within districts</li> </ul>	<ul style="list-style-type: none"> <li>Ensure dedicated, protected resourcing for community policing across all districts</li> <li>Prevent the routine redeployment of local community officers to central or city-wide incidents</li> <li>Align budget and staffing decisions with the prevention and relationship-based model</li> <li>Rebalance investment toward community-facing functions</li> </ul>
<b>10. Rural-Specific Adaptations</b>	<ul style="list-style-type: none"> <li>Use existing rural hubs — schools, councils, hockey leagues, community associations — for engagement</li> <li>Provide community-specific updates through locally relevant channels: email, WhatsApp, newsletters</li> <li>Offer in-person engagement despite distance barriers, including evening formats for accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Design a rural-adapted policing model accounting for geography and travel distances, limited service infrastructure, and reliance on informal networks</li> <li>Build rural-specific communication and service delivery approaches — not urban models applied to a rural context</li> <li>Ensure the District Model's resource allocation explicitly addresses rural communities' concerns about being deprioritized</li> </ul>

**A Note on Sustained Commitment**

Communities across this engagement series were generous with their time, candid in their reflections, and genuine in their desire to see the District Model and the OPS CSWB Framework succeed. They also came with history, of previous models that worked and were dismantled, of partnerships built and then disrupted, of consultation processes that did not lead to visible change. The credibility of this process and of OPS's commitment to community policing will not be determined by the quality of the engagement that has already happened. It will be determined by what happens next: the quick wins that signal follow-through, the short-term projects that make the model operational, and the longer-term commitments that keep it honest. The District Model and the CSWB Framework together represent an opportunity to demonstrate, concretely, that this time is different. Communities are watching — and they stated that they are ready to be partners if OPS shows up consistently.