



Ottawa Police Service Board

Minutes

Meeting #: 115
Date: March 24, 2025
Time: 4:00 pm
Location: Electronic Participation

Present: Chair: Salim Fakirani, Councillor Cathy Curry, Vice Chair: Marty Carr, Dave Donaldson, Michael Polowin, Councillor Steve Desroches

Absent: Peter Henschel

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1. Notices and meeting information for participants and members of the public
 2. Confirmation of Agenda

That the Ottawa Police Service Board confirm the agenda of the 24 March 2025 meeting.

Carried

3. Confirmation of Minutes

3.1 Minutes #114 of 24 February 2025

That the Ottawa Police Service Board confirm Minutes #114 of the 24 February 2025 meeting.

Carried

4. Declarations of Interest

No Declarations of Interest were filed.

5. Public Delegations

1. David Hill

The delegate addressed concerns of safety in Barrhaven, emphasizing the urgent need for increased police presence due to rising thefts and security issues affecting both residents and businesses.

The Service discussed the gradual implementation of the district policing model, with a new facility in the south area set to increase police presence in two years.

There is also a South District Neighborhood Resource Team and a new traffic enforcement program targeting stunt driving, aiming to improve proactive policing and reduce crime.

The Board asked the delegate if they are satisfied with his South district contact person for the Ottawa Police Service (OPS). The delegate advised that communication and response is good, but his bottom line is to ensure that the community feels safe.

The Board highlighted its semi-annual strategic plan report in the agenda and mentioned a project that focuses on community policing. The importance of community police officers staying connected with BIAs and community groups to organize learning sessions with the Service was discussed.

2. Jeffrey Bradley

He asked the Board to require the OPS to follow its existing strategic plan and set measurable targets to reduce the overrepresentation use of force against Black and Middle Eastern residents and the need for systemic change to address police violence and promote community safety.

6. Inquiries

Member S. Desroches

As planned, the new south district police station will serve the current and future growth in south Ottawa. The new OPS model will also bring a south region focus with key police resources deployed to serve the south district. This is the first police infrastructure built in the south area in over 20 years.

1. How will the new policing model and south Ottawa station in South Nepean replace the Leitrim station?
2. How will the southeast urban area of the city (including homes, businesses and schools) be served by the new police station?
3. How does the new replacement station impact response times and police presence in the southeast urban area?
4. Will the southeast Ottawa area continue to have a dedicated community police officer under the south district? Could the community police office have a presence at the new City of Ottawa recreational facilities being built in southeast Ottawa?
5. What strategies and opportunities are available to engage with residents and businesses in southeast Ottawa to share plans on the replacement station and the new policing model?
6. What will happen to Leitrim building once vacated?

The Service discussed the closure of stations like Leitrim, Green Bank, and Queen's View will directly impact residents' convenience. They discussed evaluating the effectiveness and strategic need for community policing offices across the city, with a focus on locations that provide the best return on investment for public safety.

7. Items of Business

7.1 Chair's verbal report

Chair's report

That the Ottawa Police Service Board receive this report for information.

Received

7.2 Chief's verbal report

Chief's report

The Board inquired how the increased recruitment is part of the plan to address community concerns, including police presence, response times, and traffic issues. The Service advised that the ongoing 3-year staff stabilization plan, which aims to hire 455 officers to address attrition, retirements, and growing community needs. There has been a significant increase in applicants—over 850 in 2023 and more than 400 in the first quarter of 2024. It was emphasized that more work is needed to get new officers on the road to meet community demands.

The Board asked for clarification on a new program encouraging residents with cameras to volunteer their footage for police investigations, addressing potential concerns from those hesitant to participate. The Service explained that participation in the new camera-sharing program is completely voluntary, with residents in full control over what footage they share. The Service encourages the public to share footage, especially if it could help with investigations and suggests reviewing the OPS website for more information on the program. The Board asked if individuals who share footage would also be obligated to testify in court. The Service advised that the court system would need to know where the footage came from so there may be a requirement for the individual to testify that it is their footage but nothing greater than this.

ACTION: The Board requested information to be sent to them on the program so that it can be shared with residents.

That the Ottawa Police Service Board receive this report for information.

Received

7.3 Educational Presentation: Human Trafficking Unit

Presentation

The Board expressed concerns over the higher per capita incidence of human trafficking in the region, noting that the unit only has one team of five individuals handling the issue, compared to other jurisdictions with more resources. The Board discussed the impact of having additional

resources to enhance proactive efforts in addressing the problem. A question was asked if the Service is working with other major cities' police services as trafficking corridors run through multiple cities. The Service reported that the Integrated Joint Task Force is a collaborative team across Ontario, working closely with Gatineau and Montreal police services in Quebec. The task force includes members and analysts who ensure seamless support and policing efforts across Canada, as victims of human trafficking can come from anywhere.

A discussion about the challenges in providing housing for victims of human trafficking in the city occurred. The Service noted a need for specialized emergency shelters for trafficking victims, as many shelters for domestic violence are not equipped to handle individuals with trauma, addiction, and mental health issues, and emphasizes the crisis in finding appropriate placements for survivors.

The Board asked how many active files are currently open and asked for clarification on the victim's choice whether to proceed with the justice system against their perpetrators. The Service advised that they reach out to victims multiple times prior to them accepting that they need help and this can be a very lengthy process. It was emphasized that while current statistics reflect cases, they are aware of, many others fly under the radar, and the unit is constantly busy with ongoing investigations and proactive work. The justice system relies on the victim's testimony and their participation in the process is a personal choice, often influenced by fear and safety concerns.

That the Ottawa Police Service Board receive this presentation for information.

Received

- 7.4 Canadian Association of Police Governance annual conference and Canadian Association of Chiefs of Police annual summit: Attendance and Sponsorship

Executive Director 's report

That the Ottawa Police Service Board approve:

1. **The attendance of S. Fakirani, M. Carr, C. Curry, S. Desroches, D. Donaldson, P. Henschel, M. Polowin and H. Sayah at the**

2025 Canadian Association of Police Governance Conference being held in Victoria, British Columbia from August 14-16, 2025.

- 2. The attendance of S. Fakirani, M. Carr, C. Curry, S. Desroches, P. Henschel, D. Donaldson and H. Sayah at the 2025 Canadian Association of Chiefs of Police Annual Summit being held in Victoria, British Columbia from August 10-12, 2025.**
- 3. A \$1,000 Friend sponsorship for the Canadian Association of Police Governance's 2025 Annual Conference.**

Carried

7.5 Board Committee Appointments

Executive Director's report

That the Ottawa Police Service Board approve the appointment of S. Desroches to the Finance and Audit Committee.

Carried

7.6 2024-2027 Strategic Plan Update: Objectives and Indicators

Executive Director 's report

The Board discussed the need to refine and expand certain Key Performance Indicators (KPIs) outlined in the report. It was acknowledged that the Inspectorate of Policing is expecting a strategic plan with KPIs and the Inspector of Policing is monitoring the Board's work. The Board asked if they could amend or add KPIs later, as some of the current ones may be unclear or insufficient. The Executive Director advised that the Board could adopt the KPIs and review them iteratively.

ACTION: the Board requested the need for more specific and measurable KPIs. It was suggested to monitor attendance, response times for different priority calls (including potentially adjusting the goal for priority one calls), and tracking the hours officers spend in rural and suburban areas. It was agreed that the KPIs need to be measurable and accompanied by targets, and it was decided that the report will undergo additional work and will be presented at the April meeting.

The Board was encouraged to share any questions, concerns or feedback with the Executive Director. The Board requested that once approved, the Strategic plan can go to a committee meeting to amend the KPIs if needed.

The recommendation was amended based on the Board's discussion.

That the Ottawa Police Service Board receive this report for information and discussion.

Received

7.7 Appointment of Special Constable – City of Ottawa (Transit Services)

Chief's report

That the Ottawa Police Service Board approve the appointment of one (1) City of Ottawa (Transit Services) employee listed in Appendix 1 as Special Constable for City of Ottawa (Transit Services) pursuant to Section 92 of the Community Safety and Policing Act (CSPA).

Carried

7.8 Re-Appointment of Special Constables – Ottawa Police Service

Chief's report

That the Ottawa Police Service Board approve the re-appointment of thirty-four (34) Ottawa Police Service employees listed in Appendix 1 as Special Constables for the Ottawa Police Service pursuant to Section 92 of the Community Safety and Policing Act (CSPA), in accordance with the terms and conditions set forth in the attached Application for Appointment Forms.

Carried

7.9 Parliamentary District Implementation

Chief's report

The Board discussed that there are forty sworn officers and 9 civilians, acknowledging the need for these roles, available funding, and the continuation of the plan. Concerns were raised about the challenge of

ramping up for other tasks and whether allocating this many officers might create difficulties in managing other priorities. The Service advised that it is challenging and explained that they had been working on a model to secure funding and recently received the necessary federal and provincial funding. This funding will drive significant changes and projects. It was noted that the volume of work is substantial, and staffing is a key issue. Delays or issues in reports often stem from the need for more personnel, particularly in teams like human trafficking and intimate partner violence. It was noted that the growth needs to be paced, and it may take up to 3 years to fully meet the required staffing levels of forty sworn officers and 9 civilians.

That the Ottawa Police Service Board receive this report for information.

Received

7.10 Response to Inquiry I-25-04 – Non-Advertised Civilian Hiring Processes

Chief's report

That the Ottawa Police Service Board receive this report for information.

Received

7.11 2024-2027 Strategic Plan: Semi-Annual Report

Chief's report

ACTION: It was suggested to further examine the semi-annual report in advance of reviewing the KPIs and strategic plan, as they are closely tied. This would allow a clearer view of the activities related to fulfilling the strategic plan. The Board recommended displaying project progress in a chart format with color-coded indicators to show the status of each project in a dashboard. It was also suggested to organize the projects under their respective strategic pillars. The Board proposed adding a column to indicate when updates or reports will be provided on specific issues. This would help understand which projects are not progressing well and will be addressed in the future. The Board requested that projects falling behind schedule should be linked to a risk register, where the risks associated

with delays can be clearly displayed. It was recommended that an 'at a glance' dashboard or visual should come to the Board periodically throughout the year for review.

The Service advised that they are working with the Executive Director to bring together various components that support the strategic plan. It was noted that the strategic plan is the overarching document, with projects and KPIs measuring progress. A communication plan is being developed to support these projects as they roll out. Additionally, they are using the Power BI software to create a two to three page view of all projects.

The Board praised the dedication of the officers and staff involved in creating the report, expressing gratitude for their work.

That the Ottawa Police Service Board receive this report for information.

Received

7.12 Financial Status Report – 2024 Year End

Chief's report

That the Ottawa Police Service Board receive this report for information.

Received

7.13 Internal Audit and Quality Assurance Annual Report, 2024 (Compliance with Ministry Standards)

Chief's report

That the Ottawa Police Service Board receive this report for information.

Received

7.14 Outstanding Board Inquiries, Motions & Directions: March 2025 Report

Executive Director 's report

That the Ottawa Police Service Board receive this report for information.

7.15 Letters of Commendation: March 2025

Chief's report

The Board asked how letters of commendation are tracked, especially for officers repeatedly commended for exceptional service. The Service explained that there is a formal commendation process where supervisors identify deserving officers, and non-commissioned officers prepare commendations, which are reviewed by a committee and the chain of command. Officers are publicly recognized during parades or at the OPS annual gala. The Service emphasized that a great deal of effort goes into recognizing the officers for their exceptional work.

That the Ottawa Police Service Board receive this report for information.

8. Other Business

9. In Camera Items

In accordance with Section 44 of the *Community Safety and Policing Act, 2019*, the Ottawa Police Service Board met in a closed session prior to the public meeting to discuss items pertaining to the following subject matter:

1. Update On Demonstrations and Event Management
2. New Lease
3. Operational Matter
4. Operational Matter
5. 2024 Public Sector Salary Disclosure Act
6. Labour Relations Matter
7. Legal Matter

10. Adjournment

The meeting adjourned at 6:18 pm