



**Ottawa Police Service Board  
Minutes**

**Meeting #:** 119  
**Date:** July 28, 2025  
**Time:** 4:00 pm  
**Location:** Electronic Participation

**Present:** Chair: Salim Fakirani, Vice Chair: Marty Carr, Peter Henschel, Dave Donaldson, Michael Polowin, Steve Desroches

**Absent:** Cathy Curry

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1. Notices and meeting information for participants and members of the public  
**This draft Minutes document contains a summary of the disposition of items and actions taken at the meeting. This document does not include all**

**of the text that will be included in the final Minutes. Recorded votes and dissents contained in this draft Minutes document are draft until the Minutes of the meeting are confirmed by the Board. The final draft Minutes will be published with the agenda for the next regular Board meeting and, once confirmed, will replace this document.**

2. Confirmation of Agenda

**That the Ottawa Police Service Board confirm the agenda of the 28 July 2025 meeting.**

**Carried**

3. Confirmation of Minutes

3.1 Minutes #118 of 23 June 2025

**That the Ottawa Police Service Board confirm Minutes #118 of the 23 June 2025 meeting.**

**Carried**

4. Committee Meetings: Reports from Committee Chairs & Minutes

4.1 Policy and Governance Committee - Draft Minutes #22 of 07 July, 2025

**That the Ottawa Police Service Board receive this item for information.**

**Received**

5. Declarations of Interest

No Declarations of Interest were filed.

6. Public Delegations

1) Robin Browne

The Board asked for clarification on R. Browne's statement that the Board has not required the Ottawa Police Service (OPS) to set targets for traffic stops and use of force. The Board's Strategic plan includes a target for traffic stops and use of force to reflect Ottawa's demographic makeup. R. Browne commented that he meant measurable targets with actual numbers, like the use of force rate of 3.3 times. He suggested setting a clear goal, such as reducing that number to zero,

emphasizing it is not about eliminating force altogether but eliminating disproportionate use of force.

2) Susan Khazaeli

The Service aims to ensure neighbourhood safety and have met with the S. Khazaeli recently to discuss safety measures. The Service highlighted that ongoing communication and collaboration with social agencies and enforcement partners to manage challenges related to nearby shelters is crucial.

3) Anya Fraser

The Service explained that the CORE program is still developing and expanding its team to better serve busy areas like ByWard Market and Rideau Street, but resources are limited due to demands city-wide. Ongoing community consultations, including multiple town halls and upcoming meetings with City Councillors, to better understand local issues are underway. The need for collaboration with social agencies to support individuals with mental health and addiction issues, while also enforcing the law for repeat offenders was highlighted.

4) Brad Cline

7. Inquiries

There were no Inquiries.

8. Items of Business

8.1 Chair's verbal report

Chair's report

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

**Received**

8.2 Chief's verbal report

Chief's report

The Board asked what the general position of police Chiefs in Ontario is on bail reform. The Service advised that all police Chiefs are aligned on

the need for bail reform and noted that the Ontario Association of Chiefs of Police (OACP) and the Canadian Association of Chiefs of Police (CACP) agree that bail reform is necessary to stop the "revolving door" of serious offenders released too soon.

The Board asked about when there is an emergency in a suburban area, are resources pulled from other parts of the city. The Service confirmed that resources around the city may be redirected to wherever there is an emergency. The Service advised that there was a communication error that took place at a recent emergency call for service that resulted in an extended wait period, noting that officers should have attended the situation sooner.

The Service advised that several social agencies have observed homeless people coming from places like Kingston and Cornwall. It was noted that while the community has many services, they are struggling to keep up with the growing demand.

The Board asked the Chief what are the key issues that local Councillors are voicing their concerns about. The Service advised that the two main concerns he has consistently heard from Councillors are traffic enforcement and social disorder. **ACTION:** The Board requested a summary once the Chief completes his meetings with all Councillors.

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

**Received**

### 8.3 Strategic Plan 2024-2027

Executive Director's report

The Executive Director advised that the targets submitted today regarding use of force and traffic stops are specific and aim for the elimination of disproportionalities based on the demographic composition of Ottawa.

The Board asked if the current targets would evolve into more specific targets as the KPIs become finalized. The next update from the Service on the implementation of the strategic plan is expected in November or December 2025, and it is expected to include operational feedback on the current targets and KPIs. It was noted that both the Service and the Board

will have opportunities to recommend changes to the strategic plan and the Board will review strategic KPIs periodically.

**That the Ottawa Police Service Board approve the attached updated Strategic Plan 2024-2027.**

**Carried**

8.4 Approval of Sole Source Justification Letter for Implementing Community Connect Patrol and Insights Vcad/Vrms Add-On Modules

Chief's report

**That the Ottawa Police Service Board approve the sole source justification letter for implementing CommunityConnect Patrol & Insights vCAD/vRMS add-on modules.**

**Carried**

8.5 District Model: Structure and Cost Report

Chief's report

The Board asked whether the 63 FTE positions are net new positions, how they will be distributed across the districts, and whether the staffing allocation for the South District has been determined. The Service explained that the new positions, which are both sworn and civilian positions, will be created over three years and will be distributed across all four districts to support the new organizational structure. The South District will see its command structure begin to be established in 2027, using net new positions. Most Constable positions will be reallocated from the East and West Districts, which were most impacted by the creation of the fourth district. By 2028, there will also be an increase in community policing officers. The Service advised that the 63 additional FTEs are a direct result of implementing the new district model. However, even without the new model, OPS would still have faced staffing challenges across the city that would have required additional resources over time.

The Board asked what other factors are taken into account when determining what the districts will look like. The Service used both internal data (such as response times, call types, and service capacity) and

external data (including four major community demographic datasets) to design the new district model.

The Board asked if there will be clearer explanations about the specific roles and responsibilities within the district policing model. The current model includes four district inspectors overseeing Neighbourhood Resource Teams (NRTs), youth officers, community policing officers, and traffic units.

It was noted that the CORE strategy is a set of evidence-based policing practices implemented by NRTs in targeted areas and will be expanding across the city.

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

**Received**

8.6 Ottawa Police Service 2023 – 2027 Drive2 Strategy Update Report

Chief's report

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

**Received**

8.7 Update on Mounted Unit-June 2025 Progress Update (Year 2: April 1, 2025-April 1, 2026)

Chief's report

The Board noted that there was not sufficient funding in one of the years and asked how this will be managed. The Service explained that provincial funding is allocated to specific projects with designated budgets. They have been reallocating funds within these provincial allocations to ensure projects that need funding receive it. The plan is to cover any shortfalls in project costs using provincial money previously assigned elsewhere, with final decisions made closer to project completion.

The Service advised that the provincial funding is a three-year commitment. Discussions will begin with the Solicitor General's office to explore the possibility of extending the funding. If the funding is not

extended, decisions will need to be made about which programs to continue and which will transition to being funded by the municipal taxpayer.

The Board asked for more details on the performance indicators and targets assigned to Mounted Unit as part of the provincial funding. The Service advised that they prepare a report on the funding received to the province with the KPIs for each program that they are funding. **ACTION:** The Board requested that this report be shared with the Board for review.

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

**Received**

8.8 Complaints Report – Police Services Act, Community Safety and Policing Act and Special Investigations Unit Act: Second Quarter 2025

Chief's report

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

**Received**

8.9 Response to Inquiry I-25-06

Chief's report

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

**Received**

8.10 Legal Services Status Report-2025 Second Quarter

Board Solicitor's report

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

**Received**

8.11 Consent Agenda

1. By-Law to Amend Procedure By-Law #3 of 2014 – Inquiries and Motions for Follow-Up

Executive Director's report

**That the Ottawa Police Service Board adopt the proposed amendments to Section 28 of the Procedure By-law, as set out in the attached draft as recommended by the Ottawa Police Service Board's Policy and Governance Committee.**

**Carried**

- 8.12 Outstanding Board Inquiries, Motions & Directions: July 2025 Report

Executive Director 's report

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

**Received**

- 8.13 Letters of Commendation

Chief's report

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

**Received**

9. Communications and Correspondence

10. Other Business

11. 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 matters:

1. Update on Demonstrations and Event Management
2. Assessment Upon Receiving Notice (Section 19) Canada Day 2025
3. Requests for Temporary Assistance for Canada Day 2025: Memoranda of Understanding

4. Labour Relations Unit Report: Second Quarter 2025
5. Labour Relations Matter
- 5A. Labour Relations Matter
6. Labour Relations Matter
7. Legal Services Status Report-Settlements, Second Quarter 2025
8. Legal Matter

12. Adjournment

The meeting adjourned at 6:00 pm.

13. Next Meeting

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H. Sayah, Executive Director

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S. Fakirani, Chair