



**Ottawa Police Service Board
Finance and Audit Committee
Minutes**

Meeting #: 33
Date: September 5, 2025
Time: 10:00 am
Location: Electronic Participation

Present: D. Donaldson, C. Curry, S. Desroches

Others: S. Fakirani, M. Carr, M. Polowin, Chief E. Stubbs, Deputy Chief S. Bell, Deputy Chief P. Burnett, H. Sayah, R. Ben Guedria, S. Yasseen, S. Badaravada, J. Sweet, M. Anderson, Bill Merklinger

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1. Confirmation of Agenda

That the Ottawa Police Service Board's Finance and Audit Committee confirm the agenda of the 5 September 2025 meeting.

Carried

2. Confirmation of Minutes

2.1 Minutes #32 of 8 August 2025

That the Ottawa Police Service Board's Finance and Audit Committee confirm Minutes #32 of the 8 August 2025 special meeting.

Carried

3. Declarations of Interest

No Declarations of Interest were filed.

4. Items of Business

4.1 2026 Budget Directions and Timetable

Presentation

The Committee discussed a City Council Committee that meets regularly with City departments to explore cost-saving efficiencies, revenue opportunities and more efficient ways of doing things. It was suggested that a similar model could be applied to the Ottawa Police Service (OPS).

The Committee noted that while federal and provincial funding is earmarked for specific purposes and that the resources funded under these grants cannot be redirected for other purposes, they still provide indirect benefits. The Mounted Unit can replace larger numbers of officers during major events, the Parliamentary Precinct handles smaller protests, and the Police Liaison Team (PLT) decreases tensions during protests which increases public trust.

The Committee highlighted the need for a higher police budget to increase staffing in underserved areas such as human trafficking, Intimate Partner Violence and fraud.

Chief E. Stubbs reported that from his meetings with Councillors, they would like to see more officers for traffic, visibility and enforcement. He also noted that many investigative units have not grown in the last 20

years even though there has been an increase in the number of cases they are handling and the complexity of the investigations.

The Committee inquired about the Service's plan in achieving the efficiencies and implementing the strategies outlined in the presentation. The Service advised that they are aligned with the City Treasurer in efforts to close the budget gap. Unlike in previous years, where efficiency targets were sometimes added to the budget just to make the numbers work, this year's approach is more realistic. The focus is on identifying specific areas where improvements are achievable. The Service is committed to meeting reasonable targets to avoid creating long-term financial pressures.

The Committee noted that despite receiving federal and provincial funding, OPS still faces financial challenges. The Committee emphasized the need to explain to Council and the public how this targeted funding helps specific areas but does not alleviate overall budget pressures.

ACTION: The Committee requested that the use of automated red light camera revenue be fully explained to City Council who directed those funds specifically toward traffic operations. The Service advised that the traffic and road safety budget will be clearly separated to enhance transparency and demonstrate that revenue received is being directly reinvested into road safety and traffic-related strategies.

The Committee emphasized the importance of highlighting the recent Auditor General's audit regarding frontline police deployment and outdated targets. It was noted that local frontline deployment targets are much lower than in other major cities, and that OPS lags in important technologies.

It was discussed that a significant rise in the vulnerable population in the downtown core is affecting local business owners. It was noted that there are not enough facilities or services to place these individuals, leading to ongoing issues like open drug use. While police have some authority to intervene, enforcement alone is ineffective as detaining individuals briefly does not resolve the underlying problems. The Service mentioned that increased police presence in areas like Chinatown and the ByWard Market has led to positive feedback from businesses. However, this approach is resource-intensive and may not be a viable long-term solution.

The Committee asked if OPS has the technology right now to track an individual's interactions with the police, giving the example of one person interacting with police 15 times within three hours. The Service advised that they have the technology to track a person's frequent interactions with OPS. OPS is actively working to identify and manage individuals frequently involved in crime or social disorder using data through Neighbourhood Resource Teams. Strategies include criminal charges when necessary or working with social agencies to find alternative solutions. The goal is to reduce repeat incidents by targeting high-volume individuals with tailored approaches.

The Service emphasized the need for long-term financial planning to support critical policing initiatives, such as increasing frontline staffing, deploying Body-Worn Cameras, upgrading district infrastructure, and implementing the Facilities Strategic Plan. The Service discussed developing a four-year financial strategy (following the 2026 municipal election) which would provide sustainable and predictable funding for key priorities.

The Committee expressed support for the idea of creating a four-year financial plan as this would improve transparency and planning. The Committee commended Chief E. Stubbs, Deputy Chief S. Bell, and staff for their work on the presentation.

That the Ottawa Police Service Board's Finance and Audit Committee receive this item for information.

Received

5. Other Business

6. Adjournment

The meeting adjourned at 10:58 am.

7. Next Meeting

Friday, October 10, 2025 -10:00AM