



**Ottawa Police Service Board
Minutes**

Meeting #: 120
Date: September 29, 2025
Time: 4:00 pm
Location: Electronic Participation

Present: S. Fakirani, C. Curry, M. Carr, P. Henschel, D. Donaldson, M. Polowin, S. Desroches

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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. Ceremonial Activities and Announcements
National Day for Truth and Reconciliation - Remarks by Grandmother Irene Compton
3. Confirmation of Agenda
That the Ottawa Police Service Board confirm the agenda of the 29 September 2025 meeting.
Carried
4. Confirmation of Minutes
 - 4.1 Minutes #119 of 28 July 2025
That the Ottawa Police Service Board confirm Minutes #119 of the 28 July 2025 meeting.
Carried
5. Committee Meetings: Reports from Committee Chairs & Minutes
 - 5.1 Finance and Audit Committee - Draft Minutes #32 of 08 August, 2025
That the Ottawa Police Service Board receive this item for information.
Received
 - 5.2 Finance and Audit Committee - Draft Minutes #33 of 05 September, 2025
That the Ottawa Police Service Board receive this item for information.
Received
6. Declarations of Interest
No Declarations of Interest were filed.
7. Public Delegations
 - 1) Robin Browne
The Board advised that the Chief has plans to improve the online reporting process.

The Service clarified the staffing and workload of three specialized units mentioned earlier. The Intimate Partner Violence (IPV) Unit has a budget for 20 officers but usually operates with around 16-17 and has seen a 26% increase in cases this year. The Human Trafficking Unit has eight members. The Hate Crime and Bias Unit is staffed with four positions budgeted (three officers currently) and receives support from other investigative teams when needed.

The Service reported that several units need to grow due to long investigation queues, such as sexual assault, homicide and fraud. Staffing levels in many units are still based on 1995 population data, despite a significant increases in case complexity and volume. Rising trends in areas like fraud, sexual assault, and auto theft require more resources. Court processes and the work needed to prepare files, especially with digital evidence, have also become more demanding. IPV remains the busiest section, handling about 6,000 reports annually.

2) Hannah Crouse

3) Councillor David Hill

The Board asked D. Hill what feedback he is hearing from the community about the police resources that will be relevant to upcoming budget discussions. D. Hill reported that he has been hearing a lot about retail and auto thefts and stunt racing. He has also been hearing a lot of support for the creation of the South District which will increase the number of uniformed officers in the community.

The Service reported that they have arrested and charged several protesters in recent years, including for hate crimes targeting Muslim and Jewish victims. The challenges with balancing the right to free speech and ensuring public safety was discussed. The Police Liaison Team (PLT) strives to coordinate with protest groups to ensure safe events, however, sometimes groups refuse to cooperate, which complicates police response.

8. Inquiries

Inquiry – Encampment responses delays attributed to police staffing constraints

Moved by: Vice Chair Carr

WHEREAS collaborative encampment responses involve multiple partners and the OPS posture has inter-agency implications;

WHEREAS at a recent Community Services Committee meeting, City staff advised that the municipal service standard for clearing encampments of 5-6 business days is not consistently achieved, citing the availability of Ottawa Police Service (OPS) resources as a contributing factor amid increasing encampment volumes;

WHEREAS members of the community have raised concerns about timely, safe, and compassionate responses to encampments, and this Board was not previously apprised of the specific OPS resourcing constraints impacting the City's encampment workflow;

WHEREAS the Board is responsible for ensuring adequate and effective police services, setting priorities, and reviewing and approving the annual police budget, and therefore requires specific information to evaluate 2026 budget options related to this pressure;

THEREFORE BE IT RESOLVED that the Ottawa Police Service Board request a written report from the Chief of Police that:

1. Describes the Service's current role in the City's encampment response, including trigger points for OPS involvement, average timelines, weekly capacity, and prioritization criteria.
2. Details staffing and scheduling constraints affecting encampment responses.
3. Provides the Chief's assessment of pathways to meet the City's service standard, including:
 - a. what levels of resourcing would be required for OPS to support the City in meeting the 5-6 day standard;
 - b. any alternative staffing approaches under consideration;
 - c. order-of magnitude resource and cost implications;
 - d. a brief historical context on resourcing decisions and demand trends relevant to OPS' current capacity to support encampment operations.

Carried

9. Items of Business

9.1 Chair's verbal report

Chair's report

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

9.2 Chief's verbal report

Chief's report

The Board raised two concerns: the creation of a two-tiered system of policing where wealthier businesses are hiring private security and the vulnerability of unhoused people. The Board questioned whether there is enough leadership and coordination at a senior level among social services, public health, enforcement, etc. and if existing legislation needs updating. The Service commented that if some areas have private security, the police can focus on underserved areas better. The Service reported that a meeting took place recently with public health, housing, OPS and social services leaders to brainstorm strategies. It was noted that there has been an increase in unhoused people that are coming to Ottawa from neighbouring cities.

The Board noted that while individuals have the constitutional right to protest, there are reasonable limits to ensure public safety and minimize disruptions. It was noted that protesters coming to Ottawa from other cities do not have the relationships with OPS' PLT which makes it difficult to convey safety advice to organizers.

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

9.3 Educational Presentation: Police Liaison Team

Presentation

The Board asked if the entire PLT team interacts with organizers during a demonstration. The Service advised that on the day of the event, all PLT members end up interacting as they are usually all in attendance. However, in large events, some members are in the command centre while the rest are on the ground.

The Board thanked the PLT unit for all their hard work in building the relationships with the public in order to ensure public safety.

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

Received

9.4 Ontario Association of Police Service Boards' Labour Relations Conference Attendance Request

Executive Director's report

That the Ottawa Police Service Board approve the attendance of D. Donaldson and C. Curry at the Ontario Association of Police Service Boards' Labour Conference being held on November 25 & 26, 2025.

Carried

9.5 2026 Budget Directions and Timetable

Chief's report and presentation

The Board noted that the motion put forth by Member C. Curry to establish a working group will function similarly to the Program and Service Review Committee at the City. This Committee is effective in finding inefficiencies at the City.

The Board asked how this will fit in with the normal budget process and reporting back to the Finance and Audit Committee (FAC). Member C. Curry advised that should issues arise through this working group, the Service would report back to FAC and the Board.

The Service supports the idea of forecasting policing costs over multiple years to provide cost certainty and transparency to the Board, Council, and the public. This approach is strategic compared to managing the budget year-to-year.

Motion moved by Member C. Curry:

WHEREAS the Ottawa Police Service Board (the Board) is responsible for the provision of adequate and effective police services in the municipality, as defined by Ontario Regulation 392/23 under the Community Safety and Policing Act (CSPA); and

WHEREAS Section 50 of the CSPA requires that the Board approve the annual budget allocations for the Ottawa Police Service (OPS) to maintain the police service and provide it with equipment and facilities; and

WHEREAS the OPS continues to engage with various stakeholders across the city, which includes neighbourhood conversations, polling, community meetings and other meaningful discussions; and

WHEREAS the feedback from the community was clear: residents want to see stronger relationships with OPS, increased police visibility, and more responsive service delivery; and

WHEREAS OPS also consulted its members through discussions along the chain of command, frontline conversations, employee resource groups, and through multiple polls; and

WHEREAS COVID-19, the convoy and ongoing protests and pressures locally and globally have resulted in complexities and changing needs for policing resources in order to meet the needs of the community, and for the alignment of the OPS budget to be financially sustainable; and

WHEREAS both the federal and provincial governments have acknowledged the local pressures and have provided financial resources to the OPS;

THEREFORE BE IT RESOLVED that the OPSB recommend that:

1. That the Chief establish an OPS Long Term Financial Sustainability staff-level working group to explore all of the financial and non-financial mitigation levers to develop a multi-year financial sustainably forecast budget and discuss strategies to manage future police tax levy increases; and
2. That the staff working group consider one-time funding strategies, efficiencies and opportunities for continuous improvement that not only improve service to the public, but also help ensure the Police Service is operating as efficiently as possible; and
3. That the staff working group leverage the expertise of City staff such as the CFO & GM of Finance and Corporate Services, drawing lessons from the City's Service Review Program, to explore financial mitigation and sustainability options to set a path to long-term sustainability for OPS; and

4. That the Chief continue to engage and solicit input from the community and Members of Council regarding the budget; and
5. That the working group meet as frequently as needed, with the Chair and Vice-Chair of OPSB attending as observers from time to time, until the Chief reports to the OPSB as part of the 2027 OPS Budget process; and
6. The Chief and OPS staff continue to collaborate with City staff to explore and identify funding strategies, efficiencies and opportunities for continuous improvement as part of future budget cycles.

Carried

That the Ottawa Police Service Board:

1. **Direct staff to prepare the 2026 Draft Operating and Capital Budgets based on a police tax increase of no more than 6.5% and an estimated 1.6% increase in taxes resulting from growth in assessment base.**
2. **Direct staff to prepare and execute a multi-year efficiency plan.**
3. **Direct staff to prepare a four-year long range financial plan in 2026 for the period of 2027 to 2030.**
4. **Direct staff to report back to the Finance and Audit Committee regularly during development of the four-year long range financial plan for the period of 2027 to 2030 and the efficiency plan, beginning in 2026, and to report on progress thereafter.**
5. **Approve the 2026 budget review and approval timetable.**

Carried

9.6 New Professional Development Center Facility

Chief's report

The Board asked for more information on why funds were taken from the Swansea project and reallocated. The Service explained that after reviewing their Facilities Strategic Plan, they identified \$500,000 from the

Swansea project that can be reallocated as seed money for the assessment phase of a new training facility. This was determined to be the most appropriate funding source.

The Board asked for clarification on whether the OPS's submission for the Professional Development Centre project was already approved in 2024. The Service confirmed that the project has not received approval yet.

That the Ottawa Police Service Board approve:

- 1. The advancement of the Professional Development Center (PDC) Capital Project, as identified in the Facilities Strategic Plan (FSP), to be initiated in Q3 of 2025.**
- 2. Budget adjustment of \$500,000 from capital project 907492 (Swansea Refit) to capital project 911541 (PDC) to enable a feasibility assessment of the PDC Capital Project.**

Carried

9.7 Appointment and Re-Appointment of Special Constables – City of Ottawa (Transit Services)

Chief's report

A Board Member asked about the scope of powers granted to Special Constables and commented that OC Transpo Special Constables should focus solely on transit-related matters, not broader enforcement roles. The Service explained that OC Transpo is a designated employer under the CSPA, and when applying for Special Constable status, they must justify each role based on duties within their transit jurisdiction. Special Constables do not act beyond that scope and all powers are vetted to ensure they are necessary and appropriate for the role.

The Board asked if there could be efficiencies in training by sharing mutualizing training with different employers like Ottawa Community Housing (OCH) and OC Transpo. The Service confirmed there are training efficiencies but clarified that OCH is excluded since they do not have Special Constables. The Special Constable training program is unique, and they are working on creating an Eastern Ontario Special Constable Training School to train all Special Constables in the region.

A Board Member asked how the Service ensures that Special Constables are doing appropriate work and not security guard tasks. The Service explained that OC Transpo Special Constables have a Chief who sets their daily priorities. However, their specific daily activities are managed internally and not overseen by OPS. The Service advised that questions about OC Transpo Special Constables' day-to-day work should be directed to the City.

That the Ottawa Police Service Board approve the appointment of eight (8) and the re-appointment of two (2) City of Ottawa employees listed in Appendix 1 as Special Constables for City of Ottawa, Transit Services pursuant to Section 92 of the Community Safety and Policing Act (CSPA).

Carried

9.8 Mental Health Change Initiative Update – September 2025

Chief's report

The Board asked about the plan for when the current three-year grant ends. The Service advised that they are in year two right now and are currently discussing the possibility of future funding with the Province. The Service intends to reapply for an additional term.

The Service noting that implementing the Coroner's recommendations requires careful planning and buy-in. Rather issuing top-down directives, the Service is identifying and empowering change agents (about 60 individuals in OPS) to help lead the transformation effectively and ensure the recommendations are embraced and properly executed. These Change Agents are found across the organization, in various positions and with different tenures. The group will not only bring information into the organization but also provide valuable insight on how to integrate changes into frontline services.

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

Received

9.9 Pilot Project: Body Worn Cameras

Chief's report

The Board asked about the timeline for receiving the full budget details, including analysis, cost-benefit, and costs such as video storage. The Service explained that the current costs reflect a small pilot project. They are discussing with the CFO and City treasurer plans to expand the pilot in 2026, using City funding. The long-term financial plan includes a staged implementation of body-worn cameras along with an affordability strategy.

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

Received

9.10 CORE Strategy and Neighbourhood Operations Centre

Chief's report

The Board asked when OPS will commit to fully staffing this project that is funded by the Province. The Service advised that the CORE strategy remains the top priority and that staffing limitations have affected consistent police presence in high-priority areas. To address this, OPS will be assigning new officers to the area, with more officers expected to be deployed in the coming weeks as part of the Staff Stabilization plan which allocates new officers after training to support downtown core efforts.

The Board discussed whether the decrease in police calls indicates less crime as residents report they have stopped calling the police due to a lack of results. They discussed whether using reduced calls as a key metric is pertinent. The Service advised that a decrease in calls could be due to their efforts (e.g., arrests, increased presence), though it is hard to measure this definitively, especially if people are not reporting crimes.

The Board asked for more details on the Community Advisory Board and targeted enforcement on repeat offenders. The Service decided not to pursue a Community Advisory Board as the City had plans to create a similar committee but has not done so yet. The Service noted the importance of targeted enforcement, like Operation Robin Hood at the Rideau Centre. They aim to identify and arrest repeat offenders with the goal to reduce crime in specific areas. This focused approach is the kind of policing they want to prioritize to decrease crime in hotspot areas.

Some of the hotspots are Rideau and Sussex, Colonel By, William Street, Byward Market Square, Daly Avenue, King Edward, and Clarence. The Service noted that the Rideau Centre was not a hotspot in the CORE Strategy.

The Board noted an increase in emails from residents regarding issues in the downtown core over the last few months.

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

Received

9.11 Financial Status Report – Second Quarter 2025

Chief's report

The Board asked what would happen if Public Safety Canada rejected the \$5.6 million funding request. The Service explained that if they do not receive the full funding allotment, they will try to offset the shortfall by reallocating funds within the budget. However, rising pressures, mainly from events, some of which are not federally funded, make this increasingly difficult. As a result, OPS is now projecting a potential deficit.

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

Received

9.12 Workforce Management Report – Second Quarter 2025

Chief's report

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

Received

9.13 Performance Report – Second Quarter 2025

Chief's report

The Board asked for clarification on the mismatch between an 11% increase in Criminal Code offenses and only a 1% annual increase in sworn officers. The Service explained that there is no formula linking crime increases to the exact number of officers needed. Instead, they focus on staffing growth in specific areas driving crime increases, like Fraud or IPV. While there is no precise calculation, they allocate resources where they are most needed based on emerging issues.

The Board discussed the importance of reviewing historical data regarding specific units' staffing levels and their evolution.

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

Received

9.14 Report on SIU Investigation 16-OCD-193

Chief's report

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

Received

9.15 Report on the SIU Investigations Unit 25-OCI-024

Chief's report

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

Received

9.16 Consent Agenda

1. Ratification: The Mobile Crisis Response Team Enhancement Grant approval

This item is before the Board for ratification following pre-approval on July 24, 2025, by electronic polling. The grant is on file with the Executive Director.

That the Ottawa Police Service Board approve the Mobile Crisis Response Team Enhancement Grant Agreement.

Carried

2. Ratification: Appointment of Ottawa Police Service Police Officers
This item is before the Board for ratification following pre-approval on August 25, 2025, by electronic polling.

That the Ottawa Police Service Board:

1. **Appoint, on the date of swearing in, the Ottawa Police Service police officers listed within this report, pursuant to Section 37(1)(c) of the Community Safety and Policing Act (CSPA).**
2. **Issue a certificate of appointment as required by Section 83(4) of the CSPA.**

Carried

3. Ratification: Ontario Transfer Payment Agreement for the Guns and Gangs Unit Approval
This item is before the Board for ratification following pre-approval on September 5, 2025, by electronic polling. The agreement is on file with the Executive Director.

That the Ottawa Police Service Board approve the Ontario Transfer Payment Agreement for the Guns and Gangs Unit.

Carried

9.17 Outstanding Board Inquiries, Motions & Directions: September 2025 Report

Executive Director 's report

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

Received

9.18 Letters of Commendation-September 2025

Chief's report

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

Received

10. Other Business

Motion re: Workforce Management reports

Moved by: Member M. Carr

WHEREAS the Board considers it prudent to address drafting oversights contained in its records to ensure that the Board's decisions therein accurately reflect the content of such reports coming to the Board's attention;

THEREFORE BE IT RESOLVED that the Board herein approves those Workforce Management Reports identified in the attached Schedule "A" and forming part of this Resolution, and thereby approves the appointments contained within said Workforce Management Reports;

THEREFORE BE IT FURTHER RESOLVED that the Board's approvals herein apply retroactively to the applicable date of the Board meeting that a Workforce Management Report identified in Schedule "A" previously came to the Board's attention.

SCHEDULE "A"

Date of Board Meeting	Title of Report	Agenda Item
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May 25, 2020	Workforce Management Report – First Quarter 2020	Item 8
September 28, 2020	Workforce Management Report – Second Quarter 2020	Item 9
February 22, 2021	Workforce Management Report: Fourth Quarter 2020	Item 13
November 28, 2022	Workforce Management Report – Third Quarter 2022	Item 9.10
February 27, 2023	Workforce Management Report – Fourth Quarter 2022	Item 9.12
June 26, 2023	Workforce Management Report – First Quarter 2023	Item 8.10
September 25, 2023	Workforce Management Report – Second Quarter 2023	Item 8.15
November 27, 2023	Workforce Management Report – Third Quarter 2023	Item 8.1
February 26, 2024	Workforce Management Report – Fourth Quarter 2023	Item 8.14
May 27, 2024	Workforce Management Report – First Quarter 2024	Item 7.14

Carried

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 matter:

1. Update on Demonstrations and Event Management

2. Assessment Upon Receiving Notice (Section 19)
 3. Legal Matter
 4. Labour Relations Matter
 5. Labour Relations Matter
 6. Labour Relations Matter
 7. Legal Matter
12. Adjournment
- The meeting adjourned at 7:09 pm.
13. Next Meeting
- Monday, October 27, 2025 - 4:00 PM

H. Sayah, Executive Director

S. Fakirani, Chair