



Ottawa Police Service Board

Minutes

Meeting #: 123- Regular Meeting (Budget Approval) / 123- Réunion
Date: ordinaire (approbation du budget)
Time: December 5, 2025
Location: 9:30 am
Electronic Participation

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

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

That the Ottawa Police Service Board confirm the amended agenda of the 5 December 2025 meeting.

Carried as amended

3. Confirmation of Minutes
 - 3.1 Minutes #121 of 27 October 2025

That the Ottawa Police Service Board confirm Minutes #121 of the 27 October 2025 meeting.

Carried

3.2 Minutes #122 of 12 November 2025

That the Ottawa Police Service Board confirm Minutes #122 of the 12 November 2025 meeting.

Carried

4. Committee Meetings: Reports from Committee Chairs & Minutes

4.1 Policy and Governance Committee - Draft Minutes #23 of 14 November, 2025

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

Received

4.2 Finance and Audit Committee- Draft Minutes #35 of 21 November, 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 and Farouk Khattab

2. Noel Lomer

The Board asked the delegate for examples of when OPS is not dealing with repeat offenders. N. Lomer was hoping that the Board will provide details on how

the program was proposed, what it is and how it is operating. The Board discussed the CORE program which specifically targets repeat offenders. The Service discussed that police are increasingly focusing on prolific offenders. Using data and a district policing model, OPS can tailor responses to local priorities and target hotspots. It was noted that hotspot policing has already reduced crime in areas like the Byward Market.

3. Leif Dahl

The Board asked whether a mix of social services and policing could improve safety or if increased police presence is the primary need. L. Dahl advised that they have not seen effective outreach services in the neighbourhood. They believe police presence is the only thing making a real difference. However, they noted that police are stretched thin which is a major problem given the serious crimes occurring regularly.

4. Lorne Richardson

The Board asked if the delegate has noticed any improvement such as more policing in the neighbourhood of 160 George St. L. Richardson said they noted a decrease in activity this week and noted that it is weather dependent as it started in May and peaked in the summer months. They anticipate it will increase again in the spring. The Service reported that starting December 15th, 14 additional officers will be assigned to do proactive work in the downtown core, including Centretown and the ByWard Market. Further resources will increase in the spring to address ongoing safety issues downtown.

5. Manar Younes

6. Sandra Milton

7. Michelle Groulx

The Board asked M. Groulx what are the things they think the ANCHOR program addresses. M. Groulx explained that ANCHOR is separate from the concerns raised as police intervention is needed when it comes to protecting the vulnerable population. The Service highlighted the need for more proactive policing but is limited by staffing shortages across the city. Businesses were encouraged to report all shoplifting incidents, as CCTV and reports help identify prolific offenders.

8. Anya Fraser

9. Calla Barnett

10. David Handelman

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.

Carried

8.2 Chief's verbal report

Chief's report

The Board asked if the 5000 incidents of Intimate Partner Violence (IPV) were individual incidences. The Service confirmed that it is a mix of file counts and individual cases. The Board asked if all IPV offences are considered violent crime. The Service advised that they are all classified differently based on circumstance.

The Board asked for a breakdown of the categories of violent crime. The Service advised that violent crimes are crimes where there is bodily harm or an assault. Assaults are categorized in a number of different areas.

The Service noted that the Body Worn Cameras (BWCs) go into translation mode if they are interacting with an unfamiliar language.

The Board asked why the locations of the RIDE program are announced in advance. The Service reported that the announcements avoided giving exact locations and times by stating that officers would be in certain areas or around events. The Service aimed to encourage people to plan ahead rather than being caught unexpectedly which was a change from last year's strategy.

The Board highlighted the second annual “12 Days of Hope” initiative, where organizations send staff to help prepare and serve meals at the Murray Street shelter. The Ottawa Police Association (OPA) sponsors one of the days, with its President and members volunteer to serve lunch and prepare dinner.

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

Received

- 8.3 Boys and Girls Club of Ottawa – Report on outcomes of grant funding
Presentation

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

Received

- 8.4 Ontario Association of Police Service Boards: 2026 Membership Renewal
Executive Director's report

That the Ottawa Police Service Board approve payment of \$17,289 (including HST) to the Ontario Association of Police Services Boards for its 2026 membership fee.

Carried

- 8.5 2026 Draft Operating and Capital Budget
[Draft 2026 Operating and Capital Budget is available through this link.](#)
Presentation

The Board asked how the \$4.3 million in efficiencies was determined. The Service explained that the breakdown includes: \$2.2M from reallocating constable positions due to lower compensation costs with a younger workforce; \$0.9M from reviewing IT software applications; \$400K from the removal of the carbon tax; \$400K from an existing efficiency plan beginning in 2026; \$300K from reducing external fleet-maintenance

contracts; and \$100K from reduced parking costs. About \$400K still remains to be identified.

The Board discussed the administration costs for OPS. The Service advised that administrative cost is 15.6%, close to the industry norm of 15%. The Service advised against making severe administrative cuts as in the past drastic cuts harmed operational capacity.

The Board asked if the Service reviewed what other Services are doing for efficiencies. The Service advised that policing data is routinely published and compared across Services, allowing for regular benchmarking. Staff also participate in various provincial tables where information such as contracts and budgets are openly shared.

The Board commented that the budget includes \$2.4M in potential user fees and revenues and asked if there are other revenue opportunities that may require Board approval. The Service confirmed that any new user fees or revenue measures must be brought to the Board for approval. The Service regularly consults other services for ideas on revenue opportunities. The Service noted that they have to be cautious since they can only recover costs and never charge for core policing services.

The Board asked if technological upgrades generally take substantial time regardless of the amount of money available. The Service advised that as they enter a four-year financial planning cycle, they intend to allocate proper funding for technological modernization. The organization now has the infrastructure to support advanced tools and is ready to move forward. Technological upgrades, while not included in the current budget, are being planned for the multi-year roadmap to ensure both funding and implementation capacity.

The Board asked why wage increases are important to the police force. The Service advised that competitive wages boost morale, help recruit and retain officers, and keep the Service aligned with compensation levels across major Ontario police forces. It was noted that failing to match industry standards would harm competitiveness.

The Board asked how Body Worn Cameras (BWCs) will improve transparency, accountability, and overall policing. The Service advised that the pilot project of 30 cameras shows strong potential to improve

transparency and public understanding of police interactions. It was noted that although full implementation will be costly, the benefits are significant as BWCs capture high quality evidence. The Service is engaging the Community Equity Council and the broader community to refine policies and gather public feedback.

The Board asked about the costs associated with the delay of the South station due to the pandemic. The Service explained that the South station has been discussed since 2012 and the project repeatedly started and stopped, contributing to long delays. Because of this prolonged timeline, construction costs have risen significantly, increasing by about \$50 million compared to the original cost.

The Board asked what the areas of highest risk are where services will still fall short even with this budget. The Service reported that while officers are committed, OPS faces real risks due to limited bandwidth and high workloads across multiple units. Pressures in frontline policing such as traffic, event management, and specialized units like cybercrime, data forensics, and the Integrated Child Exploitation (ICE) Unit was highlighted. The ICE unit has around 1800 cases waiting and this is similar in many other units as priority cases are addressed first but many offenders are not being held accountable immediately. These were just a few of the risks identified due to a capacity limit and is a key consideration in budgeting and service planning.

The Board emphasized the urgent need for investment in police technology and digital modernization as the volume of data the police handle is growing exponentially, and without proper digital tools, staff cannot effectively manage it. The Board noted that OPS may not have all the internal expertise or capacity to handle the recommendations in Member Henschel's motion. It was noted that external resources may be necessary, as it is a large and complex undertaking. Digital modernization investment will also eat into next year's budget. The Service expressed concerns about incorporating the long-term financial sustainability work into the current budget discussions. The project is expected to produce forecasts in the first and second quarters, it is uncertain how precisely the findings can be factored into Member Henschel's motion.

That the Ottawa Police Service Board:

- 1. Approve the Ottawa Police Service 2026 Draft Operating and Capital Budget at the Board meeting on December 5th, 2025.**
- 2. Direct staff to prepare and execute a multi-year efficiency plan at the Board meeting on December 5th, 2025.**
- 3. Direct staff to prepare a four-year long range financial plan in 2026 for the period of 2027 to 2030 at the Board meeting on December 5th, 2025.**
- 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 delegation of authority to the Chief of Police to execute and administer the 2026 Fleet Replacement Program, up to a maximum of \$6.5 million.**
- 6. Approve the delegation of authority to the Chief of Police to execute and administer the 2026 Conducted Energy Weapon (CEW) Program, up to a maximum of \$1.8 million.**

Carried

Member P. Henschel's motion Digital Policing Modernization Strategy:

WHEREAS at its meeting of September 29, 2025, the Ottawa Police Service Board (the Board) recommended that the Chief establish a Long-Term Financial Sustainability working group to explore mitigation levers, opportunities for continuous improvement, and the development of a multi-year financial sustainability plan for the Ottawa Police Service (OPS); and

WHEREAS police services nationally and internationally are undergoing rapid modernization driven by advances in digital technologies, increasing volumes and complexity of data, and heightened expectations for timely, data-informed decision-making; and

WHEREAS the effective use, governance, and management of data are now essential to achieving successful operational outcomes, ensuring the efficient administration of resources, managing the workforce, and improving service delivery; and

WHEREAS leveraging modern digital tools and analytics can support the identification of efficiencies, and long-term cost savings aligned with the Board’s commitment to financial sustainability; and

WHEREAS the OPS is facing immediate pressures related to digital technology, cybersecurity, and aging systems that are not fully addressed within the current budget; and

WHEREAS modernization of the OPS’s digital infrastructure will also enable more seamless digital interactions between residents and the Service, enhance accountability and transparency, support evidence-based policing, and strengthen long-term operational efficiency;

THEREFORE BE IT RESOLVED THAT the Board direct the Chief to:

1. Develop a comprehensive Digital Policing Modernization Strategy articulating a clear vision and end-state for the OPS to evolve into a modern, digitally-enabled police service capable of maximizing data insights, supporting frontline and investigative work, and improving service to the public. The strategy will address the infrastructure, platforms, data capabilities, workforce requirements, and governance structures necessary to support modern policing.
2. Prepare a multi-year implementation roadmap setting out operational, technological, financial, and human-resource requirements over a realistic multi-year horizon, including capital and operating investments, and lifecycle funding needs.
3. Identify opportunities for operational efficiencies and long-term savings arising from digital transformation, such as process modernization, automation, data integration, and expanded digital public-facing services.
4. Integrate the findings of the Digital Policing Modernization Strategy into the Long-Term Financial Sustainability plan to ensure alignment in multi-year planning.
5. Report back to the Board with a needs assessment – identifying immediate and near-term digital modernization requirements, associated pressures, and required investments – in time to inform the development of the 2027 OPS budget process, recognizing that the full Digital Policing Modernization Strategy may continue to be refined beyond this initial assessment.

Carried

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

Chief's report

That the Ottawa Police Service Board approve 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

8.7 2024-2027 Strategic Plan: Semi-Annual Report

Chief's report

The Board asked if there are any common tools or shared best practices for project management across OPS. The Service explained that there is a centralized project management framework, including trained professional project managers, standardized templates, databases, and tools for project charters and business proposals. However, project execution is still decentralized.

The Board discussed the new dashboard and commented that it is helpful for quickly identifying risks, but it needs more follow-up on how those risks are being relieved. **ACTION:** It was suggested that the dashboard should be reviewed more frequently than semi-annually and requested a quarterly review.

The Board discussed the worry that OPS may never fully resolve staffing issues which could impact other areas of work and asked how the Service is addressing this concern. The Service explained that the 3-year staff stabilization plan will not fully resolve staffing issues by the end of 2026. The goal was to get to a point where things are stable enough to move forward and staffing issues will continue to evolve. Once the current plan ends, it will be replaced by another strategy to address new staffing needs.

The Board asked for an update on the helicopter project. The Service advised that the project is not at risk and the delay is due to scheduling

issues and the time required for outfitting the helicopter with necessary equipment which takes about six months. The helicopter was ordered in September 2025 with hopes to begin flying by the end of this year, but it is now expected to be delayed into the second or third quarter of 2027.

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

Received

8.8 Performance Report – Third Quarter 2025

Chief's report

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

Received

8.9 Workforce Management Report – Third Quarter 2025

Chief's report

The Board raised a concern about the overlap between the roles of Special Constables and civilian positions and asked if some of the roles of Special Constables may be civilian positions. The Service advised that Special Constables are a front-line position that supports police officers, so they do not duplicate the civilian administrative positions.

The Board highlighted a statistic in the report that shows 26% of total departures involved racialized individuals and asked for more details. The Board expressed interest in knowing whether this trend should be a concern. The Service explained that recent recruit classes have become more diverse, with about 37% of hires in 2025 being from racialized groups. This is up from 13% from years prior. The Service is closely monitoring the demographics of departures, noting that more than half is due to retirements. The Service is actively reviewing exit data through the reports and exit interviews to identify any systemic issues and have noted that there are no major concerns. The Board asked how systemic issues affecting racialized staff are identified and addressed. The Service advised that employee resource groups, surveys, and a review of the entire

employee experience are analyzed to identify potential barriers. **ACTION:** The Board requested a summary of exit interviews. The Board asked for more detailed data on departures to understand if the 26% of racialized employees leaving aligns with their overall representation in the organization.

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

Received

8.10 Financial Status Report – Third Quarter 2025

Chief's report

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

Received

8.11 Report on the Special Investigations Unit 25-OCD-105

Chief's report

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

Received

8.12 Report on the Special Investigations Unit 25-OCI-154

Chief's report

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

Received

8.13 Report on the Special Investigations Unit 25-OFI-170

Chief's report

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

Received

8.14 Consent Agenda

1. Ratification: Ontario Transfer Payment Agreement for Community Safety and Policing

This item is before the Board for ratification following pre-approval on November 13th, 2025, by electronic polling. The grant is on file with the Executive Director.

That the Ottawa Police Service Board approve the Ontario Transfer Payment Agreement for Community Safety and Policing.

Carried

2. Ratification: Appointment of Police Service Officers

This item is before the Board for ratification following pre-approval on November 18, 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. Investigations and Reports Under Section 81 of the Community Safety and Policing Act, 2019

This item is before the Board following approval at the Policy and Governance Committee meeting on November 14th 2025.

That the Ottawa Police Service Board approve the attached policy.

Carried

4. CSPA Update: Policies LE-001 Community Patrol, LE-003 Crime, Call and Public Disorder Analysis

This item is before the Board following approval at the Policy and Governance Committee meeting on November 14th 2025.

That the Ottawa Police Service Board approve the amended policies attached to this report.

Carried

- 8.15 Outstanding Board Inquiries, Motions & Directions: December 2025 Report

Executive Director 's report

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

Received

- 8.16 Letters of Commendation: December 2025

Chief's report

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

Received

9. Other Business

10. 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. Labour Relations Matter
3. Notice of Completion of Temporary Assistance
4. Assessment Upon Receiving Notice (Section 19)
5. Assessment Upon Receiving Notice (Section 19)
6. Labour Relations Matter
7. Legal Matter
8. Legal Matter
9. Labour Relations Matter
10. Personal Matter
11. Legal Matter
11. Adjournment
The meeting adjourned at 1:14 pm.
12. Next Meeting
Monday, January 26, 2026 - 4:00 PM