

Chair's Verbal Report – 26 January 2026

- As this is our first meeting of 2026, I would like to take a moment to reflect on the progress made over the past three years and to look ahead to the work before us.
- I am happy to report was approved by City Council on December 10, with 20 City Councillors voting in favour. I want to thank all OPS and Board staff for preparing the 2026 police budget and to recognize that it represents a significant amount of collaborative work that takes place throughout the year.

An era of transformation

- The Ottawa Police Service and its Board have entered a period of transformation that stands apart in their history, both in scope and ambition.
- This transformation is already underway, and in the year ahead it will continue to deepen, amplify, and begin to bear more visible results for the communities we serve.

The Strategic Plan 2024-2027: A New Governance Foundation

- A defining achievement of last year was the completion and adoption of the Board's Strategic Plan 2024–2027, and this plan has already become the cornerstone of our governance work.
- It introduces key performance indicators that give real meaning to expectations for leadership and delivery and establishes a shared understanding that strategic leadership must be linked to measurable outcomes.
- The Strategic Plan has also played a central role in informing the 2026 budget, increasing strategic coherence between planning and resourcing decisions. It has sharpened the Board's focus and provided a lens through which we will assess performance of the Service and its Executive Command team throughout the year.

District Model

- In its Strategic Plan, the Board also recognized the District Model as vital to achieving our shared vision for adequate and effective policing.

Staffing Strategy

- Another significant development in 2025 was the completion of the Board's staffing strategy, which has meaningfully strengthened our capacity to fulfill our expanded legislative duties, policy leadership role.

Quality Assurance

- In 2026, the Board is also looking ahead to the Ottawa Auditor General's Audit of Project Management within the Ottawa Police Service. This audit was commissioned by the Board and forms a key element of our quality assurance approach under the Community Safety and Policing Act.

Financial Planning

- In 2026, the Board will also be advancing a new phase of work focused on long-term financial sustainability for policing in Ottawa.
- This work will bring together the Ottawa Police Service, City financial expertise, and community input to examine both financial and non-financial levers that can support a more sustainable path forward.
- It will involve identifying opportunities for efficiencies and continuous improvement, funding strategies, and testing assumptions about future service demands and cost pressures.
- This multi-year perspective is intended to enhance financial sustainability and fiscal transparency, giving both the Board and residents a clearer understanding of how resources are aligned with service expectations and how future tax levy pressures are being

anticipated and managed.

Digital Police Modernization Strategy

- This year also marks the beginning of a transformative process for the Ottawa Police Service through the development of a comprehensive Digital Policing Modernization Strategy.
- This work will establish a clear vision and end-state for a modern, digitally enabled police service, supported by a multi-year roadmap that addresses infrastructure, data capabilities, workforce requirements, and governance.

Activities / Events

- I will wrap up with events in December and January that Board members had the opportunity to attend.
- I was pleased to be at the first graduation of Ottawa's new recruits at the Ontario Police College Cornwall (*on December 17*), which also included recruits from Thunder Bay and Durham Regional Police.
- Several of us attended a promotion ceremony the following day, and most recently the graduation of 23 new Special Constables.
- It is an honour to be part of these ceremonies. Being there in person is a chance for the Board to recognize the personal achievement and solemn responsibility that each badge and promotion represent.
- Over the holiday season Members Curry, Donaldson and I shared a meal with OPS members at the annual Christmas Eve dinner hosted by the Ottawa Police Association.
- Vice Chair Carr attended one of the 'Shop with a Cop' events that take place across the city.
- Recently we toured the new South Facility in Barrhaven with Chief Stubbs, and the Executive Command team.

- More than a building, the South Facility supports a district-based policing model that aligns resources with local needs and strengthens community presence and partnership.
- I also want to highlight the 10th annual Ottawa Police Service Human Rights Forum, which several Board members attended in early December, including me.
- It was great to see the strong turn out of a broad cross-section of community organizations and individuals committed to human rights along with many Police Service members, and the shared commitment to work together.

Closing remarks

- In closing, I would like to thank my fellow Board members, the Chief and the leadership of the Ottawa Police Service, and the staff of the Board Office for their commitment and professionalism. The progress achieved reflects our collective efforts to strengthen governance, clarify strategic direction, and ensure that planning, resources, and outcomes are increasingly aligned in the public interest.