

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICE DE POLICE D'OTTAWA**

**23 February 2026 / 23 février 2026**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

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**SUBJECT: INTERNAL AUDIT AND QUALITY ASSURANCE ANNUAL REPORT,  
2025 (COMPLIANCE WITH MINISTRY STANDARDS)**

**OBJET: RAPPORT ANNUEL D'AUDIT INTERNE ET D'ASSURANCE QUALITÉ  
(RESPECT DE LA CONFORMITÉ AUX NORMES DU MINISTÈRE)**

**REPORT RECOMMENDATIONS**

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

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de service de police d'Ottawa prenne connaissance du  
présent rapport à titre d'information.**

**BACKGROUND**

The Community Safety and Policing Act (CSPA) and Ontario Regulation 392/23 Adequate and Effective Policing provide the foundation for Quality Assurance (QA) in policing across Ontario. These regulations set expectations for police services and their Boards to maintain compliance, adequacy, and effectiveness in service delivery.

Key requirements include:

- CSPA Section 11 mandates that police services maintain adequate and effective policing and comply with the Act and regulations.
- Ontario Regulation 392/23 requires police services and their boards to establish and maintain a quality assurance process to ensure compliance with legal requirements and the provision of adequate and effective policing.

- The Policing Standards Manual (Standards) complements the regulation by guiding the police service's operational requirements, such as administration and infrastructure, crime prevention, law enforcement, victim support, public order maintenance, emergency response, and counterterrorism.

## **DISCUSSION**

In Ontario, effective policing relies on internal controls to ensure compliance with the Community Safety and Policing Act. Quality assurance plays a key role in maintaining oversight, supervision, mandated training, and the provision of necessary equipment. These efforts are further supported by policies, protocols, and partnerships aligned with regulatory standards.

The Ottawa Police Service (OPS) integrates QA through a structured approach that includes:

- Internal audits to assess compliance and operational effectiveness.
- Policy analysis and development to align with legislative and regulatory requirements.
- Compliance reviews to ensure adherence to policing standards.
- Risk assessments to identify potential vulnerabilities and mitigate operational challenges.
- Continuous improvement to refine processes, enhance efficiency, and optimize service delivery.

The Strategy and Communications Directorate oversees the OPS quality assurance process, applying a risk-based approach informed by senior leadership. This flexible framework allows the police service to address emerging priorities while ensuring alignment with policing best practices.

### **Quality Assurance Capacity**

In 2025, the police service continued to build its Quality Assurance (QA) and Internal Audit function in alignment with the requirements of the CSPA. Investments approved through the 2024 and 2025 budgets supported the ongoing growth.

In 2025, a Senior Internal Auditor was hired to increase quality assurance capacity. Recruitment for a Quality Assurance Analyst also began that year, but the position was not filled by year's end. The successful candidate joined the Service in January 2026. The team has now grown to three members, with work underway to add a fourth member as a Risk Analyst in 2026.

Risk management is a core part of the Quality Assurance framework and supports compliance with the Community Safety and Policing Act. It provides a structured way to identify and understand operational, compliance, and organizational risks that may affect public safety, service delivery, and accountability.

Until 2021, the Service maintained a developing enterprise risk management framework that established risk governance, quarterly reporting, and a corporate risk profile to inform strategy and budget planning. Building on this strong foundation, and alongside the renewal of the Internal Audit and Quality Assurance function, risk management is now being re-established as a key component of the Quality Assurance program.

As part of this plan for renewal, the Service has worked with the City of Ottawa and incorporated the recommendations from the 2022 Office of the Auditor General audit of enterprise risk management. These recommendations focused on strengthening governance, clearly defining roles and responsibilities, improving risk reporting and awareness, integrating fraud risk, establishing centralized oversight, informing oversight of key corporate risks, and defining organizational risk tolerance.

Current work is focused on restoring risk management as a formal discipline, establishing a dedicated Risk Management position (approved for staffing), and implementing a practical and sustainable approach that integrates with quality assurance, internal audit, and oversight activities. The renewed program is designed to align with leading municipal practices and oversight expectations.

### **2025 Internal Audit Engagements**

The 2025 Internal Audit Plan, approved in February (2025), includes three engagements aligned with legislative requirements, organizational priorities, and available capacity. The plan was developed using risk assessments, past audits, budget priorities, and the Board's Strategic Plan. It was endorsed by the Finance and Audit Committee and approved by the Board.

Each audit begins with a business area review to understand operational context and identify key risks. The scope is then refined to ensure risks are properly assessed and prioritized. This process includes reviewing records, conducting interviews, and analyzing data to gain a full understanding of potential exposures.

Findings from this review inform the audit program, which defines specific objectives based on identified risks. A Terms of Reference (TOR) document is drafted to outline the audit's objectives, scope, and methodology. The TOR is reviewed with management to ensure alignment before approval, providing a clear foundation for an effective and structured audit.

While this report presents the IA/QA activities for the 2025 Audit Plan, the Audit of Paid Duties was initiated under the 2024 Audit Plan and reached completion in early 2025.

Consistent with internal audit reporting practices, the result of this engagement is reported in the period in which reporting was completed. Accordingly, the outcomes from this engagement are included in this report to provide a complete and transparent account of assurance activities finalized during 2025.

### **2024 Audit of Paid Duties**

**Objective:** The audit assessed the effectiveness of controls over Paid Duty operations. The focus was to ensure policy compliance while also identifying ways to improve operational efficiency and support officer well-being. The scope included the evaluation of the:

- operational processes, including scheduling and assignment procedures,
- applicable regulatory requirements, including CSPA,
- the financial controls, including invoice generation, and
- the operational technology supporting these functions.

The audit **did not assess** the controls around collection of paid duty revenues. This process is being handled by the City of Ottawa Finance.

**Status:** Completed

### **Summary of Findings:**

The Paid Duty Program supports public safety by enabling off-duty officers to provide cost-recovery services for community events and other requests. The program operates within established processes and is supported by internal systems. Policies are being updated to reflect evolving organizational and legislative requirements.

The audit found that the program is generally functioning as intended but identified opportunities to strengthen efficiency, oversight, and compliance as operational demands, technology, and regulatory expectations continue to evolve.

Key areas for improvement include operational capacity pressures driven by reduced officer participation, the need to address revenue-related risks through strengthened financial controls and improved coordination with Finance, opportunities to enhance system integration and automation, updates to policy and governance to clarify roles and legislative oversight, and expanded performance monitoring beyond revenue measures.

## Recommendations

1. Enhance officer availability and scheduling flexibility by reviewing shift allocation practices and extending cancellation windows, while maintaining the voluntary nature of the program.
2. Incorporate paid duty activity into wellness monitoring to help identify excessive work hours and support member well-being.
3. Strengthen segregation of financial responsibilities by clearly assigning contract oversight, invoicing, and tier classification between the Paid Duty Section and Finance.
4. Automate invoicing and reconciliation processes by improving integration between SAP and the Paid Duty System.
5. Require formal verification of not-for-profit status for Tier 1 clients to ensure accurate billing and consistent application of fee structures.
6. Develop a phased approach to integrating Special Constables into traffic and event-related paid duties, supported by training, policy updates, and engagement with the Association.
7. Strengthen scheduling controls to prevent ineligible officers from being assigned paid duties.
8. Integrate the Paid Duty System with the time and attendance system (OSL) to support real-time enforcement of work-hour limits.
9. Explore implementation of a centralized intake platform to streamline paid duty requests, improve data quality, and reduce manual processing.
10. Provide training for Paid Duty Coordinators to ensure consistent and effective use of SAP and the Paid Duty System.
11. Update the Paid Duty Assignment Policy to clearly define roles and responsibilities across business units and reflect legislative requirements under the CSPA, including contract authorization and Special Constable deployment.
12. Establish a performance reporting framework, including key performance indicators and a dashboard, to support oversight of shift fulfillment, cancellations, and officer utilization.

## **2025 Audit of Property and Evidence Control (LE-020 – Collection, Preservation, and Control of Evidence and Property)**

**Objective:** The audit assessed whether policies, controls, and practices for managing firearms and ammunition evidence are adequate, effective, and compliant with legislative and organizational requirements, with a focus on chain of custody, public safety, and the safety of staff and facilities.

**Status:** Completed

**Summary of findings:** Overall, core controls over the security, storage, and accountability of firearms and ammunition were found to be effective. Firearms are securely stored in restricted-access areas, ammunition is appropriately segregated, and all items selected for physical inventory were fully accounted for. Evidence records were accurate and complete, supporting evidence integrity and traceability. The audit also identified opportunities to strengthen governance, staff safety, and operational efficiency to support sustained compliance as operational demands evolve.

### **Recommendations:**

1. Update governance and policy documentation to ensure policies and procedures reflect current legislative requirements and day-to-day operations related to the handling of firearms and ammunition.
2. Improve safety measures and facility design within firearm and ammunition storage areas to better protect staff, support emergency preparedness, and maintain secure operations.
3. Introduce performance measures to support timely and consistent documentation of firearms and ammunition within record-keeping systems.
4. Formalize processes to ensure required notifications are completed before firearms are destroyed, in accordance with legislative obligations.
5. Enhance oversight of access to secure evidence areas and reinforce consistent operational and housekeeping standards to reduce risk and support accountability.

## **2025 Audit of Youth Crimes - (LE-044 Youth Crime)**

**Objective:** Assess compliance with applicable youth-related legislation and evaluate whether youth investigations, inter-agency collaboration, training, supervision, and performance monitoring effectively support the protection of youth rights and accountability.

**Status: (Reporting Phase):** The report is being finalized. Management is debriefed of the findings.

### **2025 Audit of Intimate Partner Violence - (LE-024 Domestic Violence Occurrences)**

**Objective:** The objective of the audit was to determine if the IPV unit has adequate investigative protocols and resource allocation and response mechanisms to ensure timely and effective support for victims. The objective was also to determine whether the trauma-informed policing and victim services align with industry best practices.

**Status (Reporting Phase):** The report is under development. Management debriefing is planned, and results will be incorporated into the final version.

### **Management Action Plan (MAP) Status update**

Internal Audit monitors the progress of Management Action Plans (MAPs) and provides quarterly reports to the Chief and Senior Leadership Team (SLT) to ensure implementation and accountability. Before closing a MAP, Internal Audit verifies completion through supporting evidence, conducts regular follow-ups, and reports on their status, including overdue items, on a quarterly basis to Senior Leadership and annually to the Board.

Since 2014, Internal Audit has issued 145 recommendations, with the following status:

- Closed: 101 (including 14 closed in 2025)
- Not Yet Due: 38
- Overdue: 6

The overdue MAPs fall into two categories: compliance-driven requirements and operational improvements.

**Compliance-Driven MAPs:** These ensure adherence to regulatory frameworks, external oversight requirements, and internal governance policies. Addressing these MAPs mitigates risks related to legal, regulatory, or policy non-compliance.

**Good Practice MAPs:** These recommendations focus on enhancing efficiency, automation, and governance structures. While not tied to compliance risks, their implementation strengthens resource management, streamlines procurement processes, and improves data integration for better decision-making.

Both categories of MAPs contribute to overall organizational effectiveness, with compliance-driven actions ensuring adherence to established requirements and good practice initiatives fostering continuous improvement.

While progress has been made, some MAPs remain overdue due to implementation requirements, resource constraints, and interdependencies. Certain recommendations require policy development, system integrations, or multi-unit coordination, which extend timelines. Additionally, operational demands and competing priorities impact the ability to allocate resources efficiently. Internal Audit continues to monitor these outstanding MAPs and works closely with management to drive completion and sustainable implementation.

### **Regulated Interactions – Advisory Engagement Follow-Up**

In 2024, Internal Audit issued a management letter identifying risks related to the accuracy of Regulated Interactions reporting under Ontario Regulation 58/16.

Follow-up work conducted in 2025 confirmed that the identified issues were primarily related to data entry errors rather than systemic control weaknesses. Management has implemented corrective actions, including reinforced training and strengthened verification controls.

Enhanced monitoring is now in place, and QA/IA will continue to oversee this area to confirm sustained improvement and ongoing compliance.

### **External Reviews and Regulatory Oversight**

Internal Audit supports external oversight engagements, including audits and inspections conducted by the Office of the Auditor General (OAG) and the Inspectorate of Policing (IoP).

#### Office of the Auditor General

As part of the OAG's multi-year audit plan, an Audit of Staffing was initiated in August 2024 and completed in the summer of 2025. Throughout the engagement, Internal Audit supported the audit by coordinating document requests, facilitating communication between the OAG and service areas, and supporting information compilation and stakeholder engagement, in collaboration with Human Resources and Corporate Support Directorate (HR/CSD).

In the fall of 2025, the OAG also commenced an Audit of Project Management. This work remains ongoing, with Internal Audit continuing to serve as the primary point of contact for this engagement, coordinating meetings, managing document requests and submissions, and supporting ongoing collaboration with relevant stakeholders as the audit progresses.

## Inspectorate of Policing (IoP) Assessment

The CSPA authorizes the IoP to conduct reviews, investigations, and inspections to ensure police services meet adequacy and effectiveness standards. In 2025, OPS participated in the Police Services Information Survey and Policing Insights Statement, as required by the IoP. These initiatives support the Inspector General's oversight mandate by collecting data on operations, staffing, and service delivery. Internal Audit facilitates coordination across multiple sections to ensure timely and accurate submissions.

### **Service Policy**

In 2025, the Policy Development Office (PDO) continued its mandate to ensure Ottawa Police Service (OPS) policies align with the Community Safety and Policing Act, 2019 (CSPA), its associated regulations, and evolving oversight expectations of the Ministry and the Inspectorate of Policing.

Building on the foundational work completed in 2024, PDO's efforts in 2025 focused on:

- Advancing compliance with multiple CSPA regulations;
- Finalizing complex, high-risk operational policies;
- Supporting OPS strategic initiatives and Board priorities; and
- Strengthening policy governance, consistency, and audit readiness.

PDO's work directly supports the Board's statutory oversight role and OPS's ability to demonstrate compliance with Ministry standards.

### **Policies Completed in 2025**

In 2025, PDO completed or finalized the following policies and frameworks:

#### **Investigations, Major Case Management, and Serious Crime**

- Criminal Investigations Framework
- Major Case Management
- Violent Crime Linkage Analysis
- Informant & Agent Handling
- Undercover Operations Program
- Behavioural Analysis and Threat Assessment
- Hate-Bias-Motivated Crime

**Public Safety, Emergency Response, and Use of Authority**

- Active Attacker Incident Response Framework
- Immediate Rapid Deployment Procedure
- Court-Ordered Electronic Compliance Monitoring
- Persons in Custody – OPS Holding Facilities
- Responding to Incidents in the Parliamentary District

**Forensics, Technology, and Evidence**

- Forensic Identification Services
- In-Car Camera and Automated License Plate Recognition (ALPR)

**Traffic, Collisions, and Public Safety**

- Motor Vehicle Collision Response and Investigation
- Police Vehicle Collisions

**Health, Safety, and Member Support**

- Overdose Response and Naloxone
- Return to Work (following injury or illness)
- Workplace Accommodations

**Corporate Governance and Strategic Management**

- Strategic Planning
- Social Media
- Strategic Project Portfolio
- Internal Audit

These policies collectively advance OPS compliance with O. Reg. 392/23 (Adequate and Effective Policing), O. Reg. 395/23 (Investigations), O. Reg. 394/23 (Major Case Management), and related Ministry standards.

**Policies Developed in Support of OPS Initiatives**

In 2025, PDO also developed and supported draft policies arising from OPS-led operational initiatives:

- Body-Worn Cameras (BWC)

- Draft One Initiative

Draft policies for both initiatives were developed and published concurrently with the operational rollout of new technology. These policies are being refined as the technology is operationalized, and lessons learned are identified.

An additional update is anticipated to proceed to Senior Leadership Team (SLT) in February 2026, with finalization through the formal policy governance process later in 2026.

### **Strengthening Policy Governance and Compliance**

Throughout 2025, PDO continued to apply the Policy Framework and Lifecycle, ensuring that:

- Policies are risk-informed and evidence-based;
- Stakeholder consultation is documented and appropriate;
- Legal, operational, and human rights considerations are integrated; and
- Policies are defensible under Ministry inspection, audit, and public scrutiny.

This structured approach supports consistent compliance with Ministry standards and strengthens the Board's assurance framework.

### **Alignment with Board Priorities and Strategic Initiatives**

In addition to Ministry-driven compliance work, PDO supported several Board-identified and organizational priorities:

- **Artificial Intelligence Policy (2026)**  
The Ottawa Police Service Board has identified the development of an Artificial Intelligence Policy as a priority for 2026. PDO will lead policy development to ensure alignment with human rights, privacy, accountability, and emerging provincial and national guidance.
- **Major Events Policy – Human Rights Lens**  
PDO will support the planned update to the Major Events Policy, incorporating a strengthened human rights and Charter-informed framework consistent with Board direction and Inspectorate expectations.

PDO anticipates that these initiatives may necessitate the development of additional organizational-level policies to ensure alignment between Board direction, operational practice, and statutory obligations.

## **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

## **SUPPORTING DOCUMENTATION**

Document 1 – Form 7 – Missing Persons

## **CONCLUSION**

In 2025, the Ottawa Police Service continued to strengthen governance, compliance, and oversight in line with the Community Safety and Policing Act and provincial regulations. Internal audits, quality assurance work, and ongoing policy review helped improve transparency, accountability, and responsible use of resources.

Important progress was made in strengthening controls, improving reporting, and reinforcing quality assurance processes. The Service remains focused on continuous improvement, strong oversight, and clear reporting to the Board and the community.

Looking ahead, the Ottawa Police Service will continue to enhance its Quality Assurance function, work closely with oversight partners, and maintain full compliance with legislative requirements. These efforts support safe, effective, and community-centered policing and help build public trust across Ottawa.