



**Ottawa Police Service Board
Minutes**

Meeting #: 126
Date: February 23, 2026
Time: 4:00 pm
Location: Electronic Participation

Present: S. Fakirani, M. Carr, C. Curry, D. Donaldson (left at 6PM), M. Polowin, S. Desroches

Absent: P. Henschel

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1. Notices and meeting information for participants and members of the public
 2. Ceremonial Activities and Announcements
Presentation by June Girvan, President of Black History Ottawa
 3. Confirmation of Agenda

The agenda was amended to include item 9.6A The Appointment of Ottawa Police Service Officers.

That the Ottawa Police Service Board confirm the amended agenda of the 23rd February 2026 meeting.

Carried as amended

4. Confirmation of Minutes

4.1 Minutes 124 #1 and 124 #2 of January 26th 2026 and minutes #125 of January 29th 2026

That the Ottawa Police Service Board confirm Minutes 124 #1 and 124 #2 of the January 26th 2026 and minutes #125 of January 29th 2026 special meeting.

Carried

5. Committee Meetings: Reports from Committee Chairs & Minutes

5.1 Human Resources Committee - Draft Minutes #26 of January 29th 2026

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

8. Inquiries

Inquiry from Vice Chair M. Carr

In 2024, a Canadian Framework for Trauma Informed Response was adopted, serving as a call to action for police services and police leaders to embed trauma-informed policies, standards and policies that would help police members be prepared for and manage traumatic situations in an effective and appropriate manner from both a personal and professional perspective. The Ottawa Police Service was a member of the working group that developed this Framework,

along with members of the RCMP and other police services across Ontario and Quebec.

Could the OPS please provide the Board an update on how this framework has been applied to the OPS including what policies and programs have been implemented, training that has been instituted, etc?

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.

Received

9.2 Chief's verbal report

Chief's report

The Board asked if it was an unhoused person that was involved in the homicide on Rideau Street recently. The Service confirmed that the individual had been 'couch surfing'. The Board asked if the police station at the Rideau centre was staffed during the homicide. The Service confirmed that around six or seven officers responded who performed first aid and CPR on the victim. The Service added that the Neighborhood Operations Center near the Rideau Centre on Rideau Street is not public-facing. Officers deploy from there rather than waiting there for calls, using the space for tasks like report writing, breaks, or community meetings.

The Board noted that the City's Community and Social Services Committee has a report on the agenda about the coordinated outreach and it talks about the CORE strategy. The Service advised that they have a lot of input into this report and are working better with social services agencies. The Board asked if the coordination with the City and social services agencies will assist the CORE strategy in terms of identifying vulnerable individuals who need assistance or who may pose a threat to the public. The Service advised that part of the CORE strategy is identifying prolific offenders and those causing concerns in the downtown

core and strategizing on management ways through social agencies or enforcement.

The Service advised that they are developing a comprehensive downtown core safety plan that will outline how many members will be dedicated, their roles along with the goals of the plan. The plan will be brought to the Board at a future meeting.

The Board asked if part of the plan will deal with the perception from other parts of the city that policing resources gets pulled from other communities to handle downtown issues. The Service advised that the plan will outline the resources being dedicated to the downtown core, however, there is always unpredictable scenarios where resources get reassigned to another task such as a protest. The goal is to have a sustained presence in the downtown core so that teams from other areas in the city are not reassigned to the downtown area. The goal is not to use the Neighbourhood Resource Teams from the south, east, and west of the city.

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

Received

9.3 Educational Presentation: Black History Month

Presentation by Isobel Granger, Former Superintendent, Ottawa Police Service

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

Received

9.4 Board Calendar of Monitoring Requirements 2026

Executive Director's report

It was discussed that from the April Board meeting most reports will go to their respective committees first before going to the Board as a consent item.

That the Ottawa Police Service Board receive the 2026 Calendar of Monitoring Requirements for information.

Received

9.5 Attendance at the OAPSB Spring Conference 2026 and Sponsorship

Executive Director's report

That the Ottawa Police Service Board approve:

1. **The in-person attendance of Chair S. Fakirani, Vice-Chair M. Carr, C. Curry, D. Donaldson and Executive Director H. Sayah and Communications and Community Engagement Advisor B. Mallon at the Ontario Association of Police Service Boards (OAPSB) Spring Conference and AGM being held in Niagara Falls, Ontario from June 1 to 3, 2026.**
2. **A \$3000 Gold sponsorship for the OAPSB Spring Conference and AGM.**

Carried

9.6 Ontario Transfer Payment Agreement for the Youth in Policing Initiative

Ontario Transfer Payment Agreement

The Board raised concerns about the low acceptance rates for the Youth in Policing program noting that the after-school program accepts only about 5% of participants and the summer program has about a 14% acceptance rate. The Board asked whether the low success rates are due to the quality of applicants or the selection process and what could be done to expand the number of participants. **ACTION:** The Service advised that they will provide a detailed response but noted that the provincial funding for this program is limited.

That the Ottawa Police Service Board approve the attached grant agreement.

Carried

9.6A Appointment of Ottawa Police Service Officers

Chief's report

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

9.7 2026 Internal Audit Work Plan

Chief's report

That the Ottawa Police Service Board approve the 2026 Internal Audit Work Plan as endorsed by the Finance and Audit Committee.

Carried

9.8 Internal Audit and Quality Assurance Annual Report, 2025 (Compliance with Ministry Standards)

Chief's report

The Board noted that the audit done on paid duties has 12 recommendations and asked what the process is to implement the recommendations. The Service explained that when recommendations are issued, they are assigned timelines and incorporated into the operational plans of the audited area. The internal audit and quality assurance team conducts regular follow-ups to ensure the underlying risks are properly addressed and progress on these recommendations is reviewed quarterly by Executive Command and the senior leadership team.

ACTION: The Board requested that the full audit report be sent to the Executive Director so that the Board office will have it on file.

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

Received

9.9 Workforce Management Report – Fourth Quarter 2025

Chief's report

The Board noted that there was a halt on some of the civilian hiring processes due to the financial situation and asked what the staffing postings that were paused are. The Service advised that due to the financial picture for 2026 they placed a pause on civilian staffing, but it excludes some operational positions such as dispatchers. The Service noted that not hiring these positions will mean a decrease in OPS' ability

to deliver services or products effectively. **ACTION:** The Service is still working on the final list and will report back to the Board at a future meeting on the implications of not hiring these positions.

The Board asked how the Service plans to achieve the 10% reduction in overtime and asked if this can be increased seeing that overtime last year was quite high. The Service explained that the three-year staff stabilization plan is now in its third year. 135 officers were hired in 2024 and 150 in 2025, resulting in a net increase of about 165 officers after attrition. Because new hires require training and field coaching, the benefits are delayed, but it is expected to start seeing results and improved staffing stability this year. The Service is also managing overtime through timely reporting, increased supervision, and regular monitoring by leadership to better manage costs. It was noted that overtime was already trending downward in January.

The Board commented that racialized women make up about 24% of sworn officers but it seems that racialized women are overrepresented among those departing OPS and asked for more details on this and the plan for mitigating this issue. The Service reported that the percentages referenced relate to inspectors and higher ranks. While the number may seem large, it aligns with the leadership and succession management plan and developing personnel to fill those future leadership roles is actively being examined.

The Board commented on the increase in officers and asked if there is a negative impact because of the number of coaching officers needed to spend the shifts with the newer officers and how does it impact the coaching officer's ability to do policing while also coaching. The Service agreed that training police officers requires significant time and effort. When training is taking place, routine calls take longer because the coach must teach procedures, demonstrate report writing, and review the recruit's work. This can create a risk of burnout since some experienced coaches are often assigned multiple recruits. OPS runs coach-officer training courses to prepare more trainers three times a year, which is necessary given the large number of new recruits. The Service highlighted the challenge that to be a coach officer, one needs to be a first class Constable and currently the number of first class Constables is low as it is a young platoon.

The Board asked for an update on the status of expected retirements for 2026. The Service noted that most retirements occur at the end of January due to collective agreements. It is projected that 85 sworn members will retire this year, with most happening in the first quarter. So far, the actual retirements match the projections and align with last year's hiring and operations are not being negatively affected.

The Board asked if exit interviews are conducted and how they are being tracked. The Service confirmed that there is a comprehensive exit interview strategy in place. For those wishing to take part, that includes a survey and an in-person interview. As more data is collected, the Board can be briefed on emerging themes. The Board indicated that this can be reported in future Workforce Management reports.

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

Received

9.10 Performance Report – Fourth Quarter 2025

Chief's report

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

Received

9.11 Report on the Special Investigations Unit 25-OVI-324

Chief's report

The Service explained that an incident was investigated by the SIU and is now completed. In this case the matter has been referred to LECA, which must decide whether it will conduct or direct a conduct investigation. LECA has not yet made this decision, so the current report mainly serves as a status update on the completed SIU investigation. Any future conduct investigation would be reported separately once LECA determines the next steps.

The recommendation was amended based on the discussion.

That the Ottawa Police Service Board:

- 1. Receive the report on the SIU Investigation 25 OVI 324 as a status update.**

2. **Direct the Chief of police to submit a further report to the Board upon completion of the investigation required under Section 81 of the CSPA 2019, including findings on the conduct of the subject official.**

Carried as amended

9.12 Legal Services Status Report – 2025 Fourth Quarter

Board Solicitor's report

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

Received

9.13 Outstanding Board Inquiries, Motions & Directions: February 2026 Report

Executive Director's report

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

Received

9.14 Letters of Commendation: February 2026

Chief's report

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

Received

10. Other Business

11. In Camera Items

In accordance with Section 44 of the *Community Safety and Policing Act, 2019*, the Ottawa Police Service Board will be meeting 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. Labor Relations Unit Report: Fourth Quarter 2025
3. Operational Matter
4. Contractual Matter

5. Labour Relations Matter
6. Labour Relations Matter
7. Legal Services Status Report-Settlements, Fourth Quarter 2025
8. Labour Relations Matter

12. Adjournment

The meeting adjourned at 6:20 pm.

13. Next Meeting

Monday, April 27, 2026 - 4:00 PM

DRAFT