



**Ottawa Police Service Board
Finance and Audit Committee
Minutes**

Meeting #: 36
Date: February 6, 2026
Time: 10:00 am
Location: Electronic Participation
Present: C. Curry, D. Donaldson, S. Desroches
Others: S. Fakirani

1. Confirmation of Agenda

That the Ottawa Police Service Board's Finance and Audit Committee confirm the agenda of the 6 February 2026 meeting.

Carried

2. Confirmation of Minutes

2.1 Minutes #35 of 21st November 2025

That the Ottawa Police Service Board's Finance and Audit Committee confirm Minutes #35 of the 21st November 2025 meeting.

Carried

3. Declarations of Interest

No Declarations of Interest were filed.

4. Items of Business

4.1 Four-Year Financial Plan

The Service sought the Committee's guidance regarding the implementation of the Long Range Financial Stability Working Group which had recommended by a Board motion.

The Committee discussed the City of Ottawa's Service Review Program. The City of Ottawa's process relied heavily on feedback from community members and city staff across all departments. Departments reviewed survey feedback and proposed practical improvements which led to \$252.7 million in savings over four years. The Committee expressed interest in a similar approach for OPS focused on cutting red tape and improving service efficiency. It was noted that the strategic plan should guide the process and provide answers to key questions, with the Board providing input. The Service agreed that similar efforts will inform OPS' long-range financial plan.

It was noted that the Auditor General findings in the recent Audit of OPS Staffing show that frontline staffing levels have not been reviewed since the late 1990s and investigative staffing since 2005, despite significant city growth and increasing investigative complexity. While efficiencies will be looked into, additional investment in staffing and resources will be necessary to ensure appropriate service levels.

The Committee commented that the goal of financial planning is not just respond to the Service's funding needs, but also to address public skepticism by demonstrating strong cost management and an effort to find efficiencies. The Committee asked for deeper scrutiny, including reviewing paid duty operations, administrative charges, and whether federal and provincial funding properly offsets local costs.

The Committee asked whether this process could lead to structural or transformative changes that would allow OPS to maintain high service levels with

lower overhead. The Service advised that cost control remains a priority and, at the same time, OPS is pursuing major changes in how it delivers policing which includes the shift to a district policing model.

The Committee highlighted the importance of collaboration with the City, with regard to administrative areas as there may be opportunities for shared services that can improve efficiency and enable better allocation of resources toward frontline policing. The Service noted that the City is already involved in contributing to the long-range financial plan and that OPS integrates with the City wherever possible, including in areas such as procurement, payroll, and mail.

The Committee inquired as to why 2026 is not used as a baseline in the report. The Service advised that they are looking at using the long-range financial plan to establish the baseline moving ahead to ensure sustainable, predictable funding.

That the Ottawa Police Service Board's Finance and Audit Committee receive this presentation for information and discussion.

Received

4.2 2026 internal Audit plan and IA/QA Update
Presentation

That the Ottawa Police Service Board's Finance and Audit Committee endorse the 2026 Internal Audit Work Plan and forwards it to the Ottawa Police Service Board for approval.

Carried

5. Other Business

6. Adjournment

The meeting adjourned at 10:54 am.

7. Next Meeting

Friday, March 27th, 2026 - 10:00 AM