

**Report to / Rapport au:**

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

**27 April 2026 / 27 avril 2026**

**Submitted by / Soumis par:**

**Executive Director, Ottawa Police Service Board / Directeur Exécutif, Commission  
de service de police d'Ottawa**

**Contact Person / Personne ressource:**

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**SUBJECT: OUTSTANDING BOARD INQUIRIES, MOTIONS & DIRECTIONS: APRIL  
2026 REPORT**

**OBJET: DEMANDES, REQUÊTES ET DIRECTIONS DE LA COMMISSION EN  
SUSPENS: RAPPORT POUR AVRIL 2026**

**REPORT RECOMMENDATION**

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

**RECOMMANDATION DU RAPPORT**

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

**BACKGROUND**

All inquiries and motions raised at meetings of the Ottawa Police Service Board that require follow up action or response are recorded and monitored. Once a response is received at a subsequent Board meeting, the outstanding inquiry or motion is removed from the list of outstanding inquiries and motions.

At the 19 December 2005 meeting, the City of Ottawa's Auditor General submitted a report to the Police Service Board on the results of his Governance Audit of the Board.

The Audit Report contained 27 separate recommendations for improving the governance practices of the Board, including Recommendation 9.1: *that a report be presented as a regular agenda item at each board meeting that lists all the outstanding inquiries and resolutions*. The Police Service Board approved this recommendation as part of a comprehensive plan for implementing the Auditor's recommendations, and the first monthly report was submitted to the Board in March 2006. A similar report has been submitted to the Board at each meeting since that time.

The *Community Safety and Policing Act (CSPA), 2019*, came into force on April 1, 2024. Section 40(1) permits the Board to provide directions to the Chief of Police and Section 40(9) requires the Board to publish such directions on the Internet. In order to meet the requirements of the CSPA, going forward, this report will also capture any directions provided by the Board to the Chief.

To enhance the Board's ability to monitor and track actions stemming from its decisions, this report includes an Action Registry. This Registry broadens the scope of the outstanding inquiries and motions report to include not only inquiries requiring follow-up but also all directions issued by the Board to the Chief of Police or Board staff or a Committee. By centralizing these actions in a single, comprehensive document, the Board can ensure greater accountability and transparency in tracking progress.

### **SUPPORTING DOCUMENTATION**

Document 1 – Outstanding Inquiries as of April 27th 2026

Document 2 – Action Registry as of April 27th 2026

### **CONCLUSION**

Document 1 contains the current list of outstanding inquiries.

Document 2 contains the current list of outstanding directions.

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Document 1

**OTTAWA POLICE SERVICE BOARD  
OUTSTANDING INQUIRIES AS OF April 27th 2026**

Inquiry #	Description	Meeting Date	Raised by	Assigned to
I-22-04	<p><b>ON HOLD: Tactics and enforcement related to the occupation of Ottawa -</b></p> <ol style="list-style-type: none"> <li>1. What legal advice led OPS to allowing trucks to move freely outside of the designated City truck routes?</li> <li>2. Was the demonstration declared illegal and if so, when did this take place?</li> <li>3. When was the first request to the Federal and Provincial government for resources take place and what was it for? And on what date?               <ol style="list-style-type: none"> <li>a. Please include any and all correspondence and request from the CITY/OPS authorities to the Government of Canada (Including RCMP) and the date those requests occurred.</li> <li>b. Please include any and all correspondence and request from the City/OPS authorities to the Government of Ontario (Including OPP) and the date those requests occurred.</li> </ol> </li> <li>4. What were the enforcement tactics once the situation altered from a “protest” to an Occupation?</li> <li>5. What, if any, ultimatum to leave was given to the occupiers? If so, when and with what consequences?</li> </ol> <p><i>Please note: The OPS have advised that a response to this inquiry will be provided, if possible, once all ongoing and related court processes have concluded.</i></p>	30-May-22	Former Vice Chair Valid	Chief of Police
I-26-01	<p>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.</p> <p>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?</p>	23-Feb-26	Vice Chair M. Carr	Chief of Police

## Document 2

**OTTAWA POLICE SERVICE BOARD**  
**ACTION REGISTRY AS OF April 27th 2026**

Motion Date	Motion ID	Motion	Task Assigned To	Scheduled Completion	Status
28 April 2025	9	<p><b>Motion from Member Desroches</b></p> <p><b>Reporting on Use of Revenue from Red Light Cameras and Automated Speed Enforcement</b></p> <p><b>WHEREAS</b> in February 2019, as part of Budget 2019, agreement was reached between the previous Chair of the Ottawa Police Services Board (OPSB), the previous Chief of Police, and City staff, and approved by both the OPSB and Ottawa City Council, to allocate funds annually from the Red Light Camera (RLC) program to the general revenues of the Ottawa Police Service (OPS);</p> <p><b>WHEREAS</b> Ottawa City Council subsequently approved the Road Safety Action Plan in December 2019, which included initiatives under the purview of the OPS, including an Automated License Plate Reader system, innovative enforcement technology, the Summer Market Enforcement Blitz, the RIDE Program, and speed enforcement, amongst others;</p> <p><b>WHEREAS</b> a recent City audit raised the need for greater clarity on the disposition of Red Light Camera funds, including those allocated to the OPS and the Road Safety Action Plan;</p> <p><b>WHEREAS</b> specific reporting requirements on the Red Light Camera funding were never requested by City Council; however,</p>	OPS	As indicated in the motion	

		<p>current members of the OPSB have highlighted the need for reporting on RLC funding;</p> <p><b>WHEREAS</b> the Chief of Police has previously committed to providing reporting to the OPSB on the use of Automated Speed Enforcement (ASE) funding approved by City Council in October 2024, including most recently at the OPSB Finance and Audit Committee on April 7, 2025;</p> <p><b>THEREFORE BE IT RESOLVED THAT</b> the Ottawa Police Service report annually to the Ottawa Police Service Board on funding received from the use of Red Light Cameras, in addition to funding from Automated Speed Enforcement Cameras, with a focus on programming, activities, operational resources, and enforcement outcomes;</p> <p><b>BE IT FURTHER RESOLVED THAT</b> the draft 2026 Ottawa Police Service budget include specific line items related to Red Light Camera and/or Automated Speed Enforcement revenue;</p> <p><b>BE IT FURTHER RESOLVED THAT</b> future OPS annual reports include a section on activities and outcomes related to its role in the Road Safety Program; and</p> <p><b>BE IT FURTHER RESOLVED THAT</b> the Ottawa Police Service Board approve this reporting prior to its submission to Ottawa City Council, should such submission be requested.</p>			
29 September 2025	9.5	<p><b>Motion from Member C. Curry</b></p> <p><b>OPS Long Term Financial Sustainability staff-level working group</b></p> <p><b>WHEREAS</b> the Ottawa Police Service Board (the Board) is responsible for the provision of adequate and effective police</p>	OPS	Ongoing	Not a direction but a recommendation

	<p>services in the municipality, as defined by Ontario Regulation 392/23 under the Community Safety and Policing Act (CSPA); and</p> <p><b>WHEREAS</b> Section 50 of the CSPA requires that the Board approve the annual budget allocations for the Ottawa Police Service (OPS) to maintain the police service and provide it with equipment and facilities; and</p> <p><b>WHEREAS</b> the OPS continues to engage with various stakeholders across the city, which includes neighbourhood conversations, polling, community meetings and other meaningful discussions; and</p> <p><b>WHEREAS</b> the feedback from the community was clear: residents want to see stronger relationships with OPS, increased police visibility, and more responsive service delivery; and</p> <p><b>WHEREAS</b> OPS also consulted its members through discussions along the chain of command, frontline conversations, employee resource groups, and through multiple polls; and</p> <p><b>WHEREAS</b> COVID-19, the convoy and ongoing protests and pressures locally and globally have resulted in complexities and changing needs for policing resources in order to meet the needs of the community, and for the alignment of the OPS budget to be financially sustainable; and</p> <p><b>WHEREAS</b> both the federal and provincial governments have acknowledged the local pressures and have provided financial resources to the OPS;</p>			
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		<p><b>THEREFORE BE IT RESOLVED</b> that the OPSB recommend that:</p> <ol style="list-style-type: none"> <li>1. That the Chief establish an OPS Long Term Financial Sustainability staff-level working group to explore all of the financial and non-financial mitigation levers to develop a multi-year financial sustainably forecast budget and discuss strategies to manage future police tax levy increases; and</li> <li>2. That the staff working group consider one-time funding strategies, efficiencies and opportunities for continuous improvement that not only improve service to the public, but also help ensure the Police Service is operating as efficiently as possible; and</li> <li>3. That the staff working group leverage the expertise of City staff such as the CFO &amp; GM of Finance and Corporate Services, drawing lessons from the City's Service Review Program, to explore financial mitigation and sustainability options to set a path to long-term sustainability for OPS; and</li> <li>4. That the Chief continue to engage and solicit input from the community and Members of Council regarding the budget; and</li> <li>5. That the working group meet as frequently as needed, with the Chair and Vice-Chair of OPSB attending as observers from time to time, until the Chief reports to the OPSB as part of the 2027 OPS Budget process; and</li> <li>6. The Chief and OPS staff continue to collaborate with City staff to explore and identify funding strategies, efficiencies</li> </ol>			
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		and opportunities for continuous improvement as part of future budget cycles.			
December 5 <sup>th</sup> 2025	9.6	<p><b>Motion from Member P. Henschel</b></p> <p><b>Digital Policing Modernization Strategy</b></p> <p><b>WHEREAS</b> 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</p> <p><b>WHEREAS</b> 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</p> <p><b>WHEREAS</b> 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</p> <p><b>WHEREAS</b> 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</p> <p><b>WHEREAS</b> the OPS is facing immediate pressures related to digital technology, cybersecurity, and aging systems that are not fully addressed within the current budget; and</p>	OPS	As indicated in the motion	

	<p><b>WHEREAS</b> 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;</p> <p><b>THEREFORE BE IT RESOLVED THAT</b> the Board direct the Chief to:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>4. Integrate the findings of the Digital Policing Modernization Strategy into the Long-Term Financial Sustainability plan to ensure alignment in multi-year planning.</li> <li>5. Report back to the Board with a needs assessment – identifying immediate and near-term digital modernization</li> </ol>			
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		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.			
Feb 23 <sup>rd</sup> 2026	9.7	<p>That the Ottawa Police Service Board:</p> <ol style="list-style-type: none"> <li>1. receive the report on the SIU Investigation 25 OVI 324 as a status update.</li> <li>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.</li> </ol>	OPS		