



## Ottawa Police Services Board

### Minutes 4

Monday, 25 February 2019, 4:00 PM

**Champlain Room, 110 Laurier Ave. West  
Krista Ferraro, Executive Director  
(613) 560-1270  
Krista.Ferraro@ottawa.ca**

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**Present:** Councillor D. Deans (Chair), L.A. Smallwood, (Vice Chair), A. Blaustein, Councillor K. Egli, Councillor C. Meehan, D. Nirman

**Regrets:** S. Valiquet

#### CONFIRMATION OF AGENDA

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**That the Ottawa Police Services Board confirm the Agenda of the 25 February 2019 meeting.**

CARRIED

#### CONFIRMATION OF MINUTES

Minutes #2 of 28 January 2019

Minutes #3 of 6 February 2019

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**That the Ottawa Police Services Board confirm the Minutes #2 of the 28 January and Minutes # 3 of the 6 February 2019 meetings.**

CARRIED

#### DECLARATIONS OF INTEREST

There were no declarations of interest.

#### COMMITTEE MEETINGS: REPORTS FROM COMMITTEE CHAIRS & MINUTES

Finance and Audit Committee - Draft Minutes of 20 February 2018 – issued separately

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Chair Deans provided an update on the Human Resources Committee that met in camera on 22 February 2019 and in the interest of transparency the motions presented in public.

Moved by L.A. Smallwood.

**WHEREAS the Chief of Police will be retiring effective May 4, 2019.**

**AND WHEREAS the Direct General will be retiring April 30, 2019.**

**THEREFORE BE IT RESOLVED that the Ottawa Police Services Board:**

- **Approve a national search be held for the position of Chief of Police.**
- **Approve a national search be held for the position of Director General.**
- **Approve that the searches be run concurrently.**
- **Approve the request for assistance of the City of Ottawa Human Resources staff to obtain three proposals for full service recruitment from executive search firms with experience in recruiting Chiefs of Police.**
- **Approve that authority be delegated to the Human Resources Committee to select an executive search firm from the proposals obtained to run both the national search for a Chief of Police as well as a Director General.**
- **Approve that authority be delegated to the Human Resources Committee to approve the written collateral required to proceed with the national searches, such as ads, candidate briefs, etc., with the exclusion of any materials related to the final interviews of the candidates, such as interview questions, which will come to the Board for discussion and final approval.**

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CARRIED

Moved by L.A. Smallwood

**WHEREAS the composition of the Board has changed significantly in the past few months;**

**AND WHEREAS the Board would like to ensure it has a common understanding and vision for its governance role;**

**AND WHEREAS the Board would like to ensure the recruitment processes it will be undertaking for executive leadership positions at the Ottawa Police Service is reflective of its common vision;**

**THEREFORE BE IT RESOLVED that the Ottawa Police Services Board undergo a facilitated visioning exercise as soon as is feasible.**

CARRIED

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

RECEIVED

#### INQUIRIES

There were no inquiries

#### ITEMS OF BUSINESS

##### 1. CHIEF'S VERBAL REPORT

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Chief Bordeleau reported on the following items: Homicide, Community Policing Project, Sexual Assault, Susan Kuplu, Pipeline Protest, Murder Trial Results in Guilt Verdict, Snowmobile Safety, and Naloxone. *(A copy of the Chief's verbal report is available [online](#).)*

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

RECEIVED

##### 2. 2019 DRAFT OPERATING AND CAPITAL BUDGETS: PUBLIC DELEGATIONS AND APPROVAL

Budget document previously distributed

Presentation

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Moved by L. A. Smallwood

**WHEREAS** the Board received and tabled the 2019 Draft Operating and Capital Budgets on February 6 based on a 5.1% police tax rate increase;

**AND WHEREAS** the Service met with the City Treasurer to moderate the police tax rate increase to 3% using revenue from red light cameras, the City of Ottawa tax stabilization fund, and grant funding;

**AND WHEREAS** the Chair further directed the Chief to prepare and present to the Board at its Finance and Audit Committee meeting on February 20, a budget options list that does not impact frontline services to residents and moderates the Service's reliance on new revenue sources;

**AND WHEREAS** the Finance and Audit Committee met on February 20 to review and discuss the options list recommended by the Chief;

**AND WHEREAS** the Board and the Police Service recognize the need to contribute to cost savings and reductions wherever possible;

**THEREFORE BE IT RESOLVED that the Ottawa Police Services Board approve a \$2.4. million adjustment in the 2019 Budget consisting of:**

**A \$0.6 million reduction in pay as go you contributions made up of \$0.4 million in General Reserve Fund and \$0.2 million in Fleet capital reserve fund (p. 98)**

**A reduction in Overtime expenses of \$0.3 million (p. 97)**

**An increase to the Gapping target of \$0.5 million (p. 97)**

**An increase in Paid Duty revenue of \$0.4 million (p. 99)**

**A revenue reduction of \$0.4 million in Background Check Fees (Nonprofit Adjustment) (p.99)**

**A reduction to the Fuel provision \$0.2 million (p. 98)**

**A total reduction to the budgets for Travel, Training, Supplies, Services of \$0.4 million (p. 97-98)**

**A reduction to New Services: Community Development, Legal Costs totaling \$0.2 million (p. 97-98)**

**A reduction of the Criminal Investigation Directorate project fund of \$0.1 million (p. 98)**

**A reduction to the Carbine Armouring provision of \$0.1 million (p. 97)**

**Be it further resolved that staff be directed to adjust the fees for City and “for profit” Off Duty Policing Assignments (paid duty) contracts by 15 per cent by May 1, 2019.**

**Be it resolved that Staff report back to the Board in the second quarter of 2019 with adjustments to the fees for background checks, taking into account the need to fairly distribute the cost of the service amongst users.**

**Be it further resolved that staff be directed to continue discussions with the City of Ottawa to identify efficiencies and savings from the transfer of back office functions to the City and report back on the progress of those discussions in the second third of 2019.**

A friendly amendment was put forward by Member Egli for the resolution related to background checks to add “options for” before the term “adjustments”.

#### 2019 DRAFT OPERATING AND CAPITAL BUDGETS

Director General D. Frazer, accompanied by J. Letourneau, Chief Financial Officer, updated the Board on the changes being made to the [2019 Budget](#) as directed by the Finance and Audit Committee on 20 February 2019.

**Jasna Jennings, Executive Director, ByWard Market BIA** – A copy of the presentation can be found at [Document 1](#).

**Souheil Benslimane, Criminalization of Punishment Education Project** – Spoke out against the current budget increase and suggested that the Board and City Council divest from policing and that equivalent resources be put into community based alternatives that are proven to create more cohesive and safe communities.

**Lisa Wright, Overdose Prevention Ottawa** – Stated that the current budget increase was divesting from the community, and as such the Board was choosing violence and exclusion instead of community support. She stated there were areas where funding could be redirected and reduce the need for police. In response to a statement made by Ms. Wright, it was clarified by the Chief that the Ottawa Police Service budget represents 8.95% of the city budget and that the number has been fairly consistent for the past 10 to 15 years.

**Marie Eveline, Volunteer Ottawa** – Spoke to the cost of Background Records Checks and the increase in cost to not-for-profit organizations. She was pleased with the amendment made to the budget and looked forward to hearing about the policy impacts that would occur. She hoped the review process would allow for public consultation.

**Cheryl Parrott, Hintonburg Community Association** - A copy of the presentation can be found at [Document 2](#).

**Lily Xia, Ottawa Sanctuary Network** - A copy of the presentation can be found at [Document 3](#).

**Lucie Marleau, Crime Prevention Vanier** - A copy of the presentation can be found at [Document 4](#).

#### MODERNIZATION ROADMAP

A second presentation was made by the Director General and pertained to the [Modernization Roadmap](#). Mr. J. Wilson and Mr. C. Litton from Gartner were on hand to answer any questions Board members had. *(A copy of the presentations are on file with the Board's Executive Director.)*

Given the magnitude of the Modernization Roadmap, and for the benefit of new Board members, it was suggested that prior to any further requests are brought forward for approvals related to the Roadmap, that Gartner provide the Board with the cost benefit analysis.

Gartner advised that monthly and quarterly reporting exercises put pressure on the individuals within the team to be continually analyzing value back to the organization. There are 28 measures that are continually being reviewed. He suggested that within the Director General's more comprehensive report that will be presented at the next Board meeting, some of the metrics and value measures be included.

The OPS tables quarterly reports on the Modernization Roadmap at the Finance and Audit Committee meetings. The next Committee meeting will include a quarterly report and there will also be requests to review the 2019 funding for Bundle 3. Representatives from Gartner will be in attendance to answer questions.

A suggestion was made that the cost benefit analysis include the City's' IT department feedback about the efficiencies and if any duplication or conflicts exist.

#### GAPPING

It has been determined that the City has a different format for analyzing gapping as it tends to look at all compensation elements to determine if they have been met. The OPS looks at gapping on its own to see if the estimate of salary savings from vacant positions is accurate. Over the last two years, the OPS has exceeded their gapping estimate by half a million dollars. There are provisions in

the 2019 budget to correct the overspending and the retirement account has been adjusted to offset the pressures. Monthly analysis of the gapping and compensation areas will begin in 2019.

#### ONLINE REPORTING

Over the past year, online reporting has increased exponentially. Staff are working with the vendor to make the program more user friendly. The community's frustration is understood, however, it is imperative that the correct information be gathered. When a call is received for a crime in progress, cars are dispatched to the scene immediately. Online reporting is for reporting crimes that do not require the presence of an officer.

The Board considered the recommendations before them:

**WHEREAS the Board received and tabled the 2019 Draft Operating and Capital Budgets on February 6 based on a 5.1% police tax rate increase;**

**AND WHEREAS the Service met with the City Treasurer to moderate the police tax rate increase to 3% using revenue from red light cameras, the City of Ottawa tax stabilization fund, and grant funding;**

**AND WHEREAS the Chair further directed the Chief to prepare and present to the Board at its Finance and Audit Committee meeting on February 20, a budget options list that does not impact frontline services to residents and moderates the Service's reliance on new revenue sources;**

**AND WHEREAS the Finance and Audit Committee met on February 20 to review and discuss the options list recommended by the Chief;**

**AND WHEREAS the Board and the Police Service recognize the need to contribute to cost savings and reductions wherever possible;**

**THEREFORE BE IT RESOLVED that the Ottawa Police Services Board approve a \$2.4. million adjustment in the 2019 Budget consisting of:**

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**Adjustment) (p.99)**

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**Be it resolved that Staff report back to the Board in the second quarter of 2019 with options for adjustments to the fees for background checks, taking into account the need to fairly distribute the cost of the service amongst users.**

**Be it further resolved that staff be directed to continue discussions with the City of Ottawa to identify efficiencies and savings from the transfer of back office functions to the City and report back on the progress of those discussions in the second third of 2019.**

CARRIED as amended

**That the Ottawa Police Services Board:**

- 1. Approve the 2019 Draft Operating and Capital Budgets.**
- 2. Direct the Executive Director to forward the Budgets to City Council for approval.**

CARRIED as amended

3. CONSTRUCTION / FIT-UP CONTRACT AWARD FOR ELGIN A - PHASE 1 AND DELEGATED AUTHORITY FOR ELGIN A – PHASE 2

Chief's report

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**That the Ottawa Police Services Board approve:**

- 1. The award of a construction contract in the amount of \$1,054,348.90 (Including construction contingency; net of HST) to PCS General Contractors for the fit-up of approximately 9,700 square feet of operational support space at 474 Elgin Street, Level 0.**
- 2. Delegate authority to the Chief of Police to award contracts and execute payments for all remaining project related activities required to deliver the Elgin A - Phase 2 project for an amount not to exceed \$3.2 Million.**

CARRIED

4. ADDENDUM TO 2016-2018 BUSINESS PLAN CLOSE-OUT REPORT

Chief's report

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**That the Ottawa Police Services Board receive this addendum to the 2016-2018 Business Plan Close-Out report for information.**

RECEIVED

5. RESPONSE TO INQUIRY #I-19-01: OTTAWA POLICE CHARGE SHEET FORM

Chief's report

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

RECEIVED

6. WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2018

Chief's report

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**That the Ottawa Police Services Board:**

- 1) **Approve the appointment of the sworn officers identified in Document 2; and**

CARRIED

**2) Receive this report for information.**

RECEIVED

7. POSITIVE WORKPLACE: 2018 ANNUAL REPORT

Chief's report

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

RECEIVED

8. QUALITY ASSURANCE 2018 ANNUAL REPORT (COMPLIANCE WITH  
MINISTRY STANDARDS)

Chief's report

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

RECEIVED

9. PERFORMANCE REPORT: FOURTH QUARTER 2018

Chief's report

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

RECEIVED

10. REPORT ON SIU INVESTIGATION

Chief's report

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

RECEIVED

11. OUTSTANDING BOARD INQUIRIES & MOTIONS: FEBRUARY 2019

Executive Director's report

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

RECEIVED

12. LETTERS OF COMMENDATION

Chief's report

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

RECEIVED

OTHER BUSINESS

CONSIDERATION OF MOTION TO MOVE IN CAMERA

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Moved by S. Smallwood

**That the Ottawa Police Services Board adjourn the public portion of its meeting to move In Camera to discuss confidential items pertaining to legal and personnel matters in accordance with Section 35(4)(b) of the *Police Services Act*.**

CARRIED

ADJOURNMENT

The meeting adjourned at 6:10 p.m.

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Krista Ferraro  
Executive Director

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Diane Deans  
Chair

**Document 1**

Hello, my name is Jasna Jennings, Executive Director of the ByWard Market BIA. Thank you so much for the time today to speak on behalf of our over 600 ByWard Market businesses.

As the City's number one tourist attraction, and historic heart of the City, hosting an average of 10 thousand visitors per weekend from tulips to leaves, the safety and security of our members and all visitors to the area is and has always been a primary focus for the ByWard Market BIA.

The true value of any organization is the manner in which it manages not only its budget but its resources. As a business organization, our members are acutely aware of the challenges involved in managing an organization and understand the difficulties in making those tough decisions.

The BIA has been very vocal over the last couple of years, outlining our concerns with the shift away from the proactive district-neighbourhood officers' model. We are extremely pleased to see a renewed focus on community policing. But that focus needs more than lip-service.

We are here today to stress the importance of meaningful investment to address the specific needs of our diverse and challenging community. Investments must prioritize not only a team of dedicated officers, but also the background supports for that system. A system that focusses on a problem-oriented, proactive approach. A system that through dedicated officers, can work in lock-step with the community to work together to achieve common goals.

A dedicated team of pro-active officers provides the community with a consistent point of contact. Dedicated officers know all the players and understand the wide variety of stakeholders in the community. This intimate knowledge also helps to navigate the sometimes conflicting priorities of all these different players.

A dedicated team also provides the community with a more senior officer as a primary contact, someone in a position of authority who can make decisions, one that can take immediate action and can truly affect positive change.

What is currently proposed is a big step in the right direction, however it still amounts to a small handful of officers covering a very large and diverse swath of the downtown. We need to see more dedicated officers or better yet, more teams of dedicated officers to better manage the urban core, along with a robust system in place in the background to assist them.

Over the years we have enjoyed a fruitful and steadfast relationship with the Ottawa Police Service. We have witnessed first-hand the professionalism, hard work and dedication of so many officers.

As a valued partner, the ByWard Market BIA looks forward to our continued work and efforts with the Ottawa Police Service and we are looking forward to working towards these goals in partnership and collaboration with this newly appointed Board. We invite all Police Services Board Members and all senior OPS staff to connect with us at any time to better understand our challenges and successes and to see how we can all better work together to achieve our common goals.

Thank you.

Jasna Jennings, Executive Director

ByWard Market BIA

DRAFT



**COMMUNITY ASSOCIATION INC □ ASSOCIATION COMMUNAUTAIRE  
INC**

**1064 RUE WELLINGTON ST □ OTTAWA, ONTARIO, K1Y 2Y3**

[www.hintonburg.com](http://www.hintonburg.com)

Feb. 25, 2019

Ottawa Police Services Board

Chair Deans

Vice-Chair Smallwood

PSB Members

The Hintonburg Community Association is pleased to see the Bikes & Beat Unit that started

Jan. 1 this year. The complement of officers in the unit is small but it is a start and movement in the right direction. The visible presence on the street is important and very much appreciated.

We support the funding and establishment of a Community Response Team – they will make up a small amount of the loss we have felt when the Neighbourhood Officer Unit was dismantled – again it is a start but not where we need to be.

The numbers in the budget document are quite startling. The Population per Police Member increased from 479 to 529 in the years from 2011 to 2017 – leaving us with far fewer police officers per population than 6 years ago and less than 8 other smaller and larger cities in Canada.

The re-organization of the OPS over the last several years has severely reduced community policing, over-all police response, made reporting so very difficult and been detrimental to safety in our City. The Service Initiative was a cost cutting exercise dressed up as modernization program. Dismantling the district model has reduced the accountability that used to exist. Who knows who to contact and who does what these days? You figure one part out and then it changes.

The lack of adequate staffing has resulted in:

- citizens calling about a crime in progress (cars being broken into) and being told to do an on-line report – no officers would be sent.
- Residents and businesses saying they are giving up calling for recurring disorder problems either because they are told no officer will be dispatched or because they never see an officer respond. They are saying they will deal with the issues themselves – not the solution we want to see.
- Community Police Officers territory has being doubled, their workload quadrupled and all their critical, effective back-up been dismantled.
- theft from vehicles being out of control in some areas and theft from businesses also out of control.

On-line reporting for some issues is frustrating and time consuming and there is never any follow-up. Losing \$4.00 in spare change from your car when it is gone through takes about 20 minutes to file an on-line report. Entering reports on drug houses is no different. How many people will work their way through an on-line report and if they do will they ever report again?

We were told DFS would adequately replace NHO's – I have tracked several requests and it has not resulted in anything.

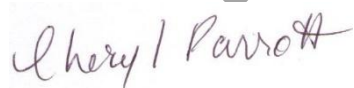
Officers no longer know the neighbourhoods they are working in.

We understand that many of these changes were in response to budget constraints over the last many years. The complement of officers has been too low for too many years now.

Please adequately resource the OPS to get us back to where we were a few short years ago and press OPS to bring back the District Policing model.

We need police to respond to crimes in progress, all other crimes and to be accountable to their community.

Sincerely



Cheryl Parrott

Co-Chair Security Committee, Hintonburg Community Association.

Ottawa Sanctuary Network  
[www.ottawasanctuarycity.ca](http://www.ottawasanctuarycity.ca)  
[ottawasanctuarycitynetwork@gmail.com](mailto:ottawasanctuarycitynetwork@gmail.com)



Date: February 25, 2019

Councillor Diane Deans  
Chair, Ottawa Police Service Board  
Councillor, Gloucester-Southgate Ward

RE: Ottawa Police Service 2019 Budget

Dear Madam Chair and Councillor Diane Deans,

The Ottawa Sanctuary Network (OSN) is a diverse group of advocates, migrants, academics and service providers working together to build a welcoming community where everyone, regardless of immigration status, has access to public services without the fear of detention or deportation. In that spirit, the OSN writes to express our concern with respect to the proposed 2019 budget of the Ottawa Police Service (OPS).

As you are aware, the OPS collaborates with the Canada Border Services Agency (CBSA) in order to remove individuals who may have precarious immigration status. The OPS does so even when not expressly required by statute. We are concerned that, by increasing the number of police officers through this proposed injection of new funds, this collaboration will only be increased. The OSN is concerned that OPS-CBSA collaboration contributes to creating a climate of fear among members of our community who live with precarious immigration status. As you know, our members, including frontline service provision agencies, deputed to the Community and Protective Services committee in the winter of 2017 with evidence of this concern.

The OSN also notes that the OPS has been criticized for the impact of racist policing on communities of colour in Ottawa. Despite this, the proposed \$330 million-dollar budget only allocates \$100,000 to the Multi-Year Action Plan on bias-neutral policing. While the OSN does not believe that simply allocating more funding to this plan is the solution, it is also not comforting to overpoliced communities to see an increase in city spending on police services that focuses on hiring more officers.

In our view, the City of Ottawa should be directing these funds to community development initiatives such as affordable housing: For example, the funds recently approved by City Council to put towards affordable housing does not include adequate



monies for deferred maintenance. The OSN is concerned that the City of Ottawa is neglecting investments in adequate affordable housing to house those in need. Given that the City of Ottawa has recently sought to lay blame at the feet of other levels of government for inadequate emergency shelter space for refugee claimants it is particularly concerning to us that the city would show a willingness to spend millions in new dollars on the police service instead.

For these reasons, we urge the Ottawa Police Service Board to reject any increases to the OPS budget. We recommend to City Council that the proposed new monies for the OPS be directed, instead, to initiatives such as adequate and affordable housing, expanded mental health services and alternatives to policing.

Sincerely,

Ottawa Sanctuary Network

[ottawasanctuarycitynetwork@gmail.com](mailto:ottawasanctuarycitynetwork@gmail.com)

DRAFT

Document 4



Police Services Board (February 5, 2019)

My name is Lucie Marleau. I am the founder of Crime Prevention Vanier and the NWProgram Volunteer Coordinator for Vanier.

Thank you for the opportunity to address you today

I have been active in community safety and crime prevention in Vanier since 2007.

One would hope that my community work would be easier after 12 years in the game but it isn't — far from it. Since early 2015 it has been increasingly difficult. Some of the setback were encountered include:

- ✓ Bili C-36, the Protection of Communities and Exploited Persons Act — commonly known as the prostitution law that came out in December 2014;
  - ✓ The revised carding or street check provincial policy that coincided with the OPS' service delivery model in January 2017; ✓ The loss of our Neighbourhood Officers;
  - ✓ 6 Community Police Officers in Vanier since 2007 which averages to a new CPO every 2 years or less (not including the months-long gaps between CPOs at times and no transfer of knowledge between the former CPO and the new);
  - ✓ The addition of 3 new neighbourhoods to our CPO's catchment area which, of course, is detrimental in and of itself — limiting our CPO's involvement in, and attention to, safety issues in Vanier, not to mention attendance at community meetings and events; ✓ We spent years promoting the OPS reporting number to very reticent residents only to have that phone number discontinued! And don't get me started on the insistence by OPS that residents should report on-line — by its own frontline officers and Communication Centre
  - ✓ I could go on but you get the point so I'll move on...
- Out of the mess of the new service delivery model, neighbourhoods only achieved 2 gains in my view:
- ✓ The extension of CPOS mandate to 5 years — unless he or she chooses to leave early as what happened in Vanier; and

✓ The operationalizing of the transfer of knowledge between CPOs — though not enough time has gone by for me to know if this will occur consistently in Vanier.

v' Oh there was also the OPS Formalized Community Network that was tested in 2 priority neighbourhoods but don't know what came out of that.

I attended the last public PSB meeting and it was so very refreshing to hear that all of you support additional funding for neighbourhood policing — note that I use the term 'neighbourhood' as oppose to OPS' term of 'community' policing given how broadly that term is applied by OPS — service providers community, LGBTQ2 community, Muslim community, etc.). I'm here with you today to speak to 'neighbourhood' policing specifically

So I'll spare you the repetition of what you know or what you've heard of the pleas for a return to neighbourhood-specific policing and the resources to match!

At the OPS human rights forum last December, some of you heard from the former Boston Police Commissioner about how instrumental neighbourhood and community policing is for effective, sustainable policing, That police have to think beyond the strictly law enforcement approach. It must be about community engagement and crime prevention. That it's about reaching the youth, attending events, collaborating with grass-roots community groups, and implementing proven crime prevention measures! That's all Mr. Evans talked about. When asked 'What best practices would he suggest to the Ottawa Police?' he answered 'Community policing... plain and simple!'

Oh and by the way, the Boston Police have an ice cream truck..something for you to think about @

Listen, we are working hard in Vanier to make up for the OPS' short-sightedness: We established a safety committee, we have an active NWProgram with 11 Watches representing 250+ registered members; we have a post-incident protocol — which unfortunately we have to activate almost every month recently!; we have a petition circulating advocating for more OPS attention to neighbourhood policing (I have a copy); we created over a dozen tips sheets to help residents identify and report criminal activity or protect themselves & their property against crime.

We do this because we don't have a choice — believe me, we would much rather spend our time and energy on beautifying public spaces, and planning park parties!! Wouldn't you?! Instead, we stretch our limited resources dealing with issues like drug dealing, problem addresses, sex solicitation, and traffic infractions. That's not our job now is it?

• Instead, residents like me make presentation after presentation advocating for OPS resources; participate in OPS community consultation groups, and try to safe-guard the resources we do have from being further eroded. Frankly, I'm very tired.

And let's remember, we are volunteers! And what we have done to mitigate the damage OPS is doing to my neighbourhood is simply not sustainable.

To have but one problem address actioned by OPS takes a tremendous amount of time, commitment, and constant pestering! Sometimes for months!! Reporting fatigue is our worse enemy...and should be OPS' enemy also.

• I know that OPS is planning a Community Policing Forum in May which is a great start... unfortunately, the budget is now so I beg you to help us ensure that the financial resources are there to implement the ideas and recommendations that are sure to come out of that Forum.

• Lastly, I want to take a moment to counter what DC Bell said at the last PSB meeting: You agreed that eliminating 40 NO positions was a very bad idea and DC Bell saying that 10 community response officers (with another 10 next year) and the officers from B&Bs and PIVOT compensates for the loss of NOS. No it doesn't because together that still falls short of the NOS we had up to 2017, it does not make up for eliminating 5 of the 15 CPO positions and adding 3 or more neighbourhoods to the catchment areas of the remaining CPOs.

• Oh and one last thing: We need the CRU officers to be neighbourhood-specific and we need stronger traffic enforcement. I've run out of time or else Pd be glad to make the argument of why... it wouldn't be anything you haven't heard many times already. Thank you for your time

Lucie Marleau, Founder — Crime Prevention Vanier

• Neighbourhood Watch Program Volunteer Coordinator — Vanier

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