

**Report 7 to
Rapport 7 au:**

Council

Conseil

Submitted on December 8, 2021

Soumis le 8 décembre 2021

Submitted by

Soumis par:

**Krista Ferraro, Executive Director / directrice exécutive
Ottawa Police Services Board / Commission de services policiers d'Ottawa**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2020-CCS-PSB-0007

SUBJECT: OTTAWA POLICE SERVICE 2022 OPERATING AND CAPITAL BUDGETS

OBJET: BUDGETS D'IMMOBILISATIONS ET DE FONCTIONNEMENT 2022 DU SERVICE DE POLICE D'OTTAWA

REPORT RECOMMENDATIONS

That the City of Ottawa Council approve the amended Ottawa Police Service 2022 Draft Operating and Capital Budgets.

RECOMMANDATIONS DU RAPPORT

Que le Conseil municipal d'Ottawa approuve les budgets préliminaires de fonctionnement et d'immobilisations amendés de 2022 du Service de police d'Ottawa.

SUPPORTING DOCUMENTATION

1. Ottawa Police Service Budget Book dated 3 November 2021 previously distributed
2. Extract of Minute 45: 3 November 2021 Special Board meeting
3. Extract of Minute 16: 9 November 2021 Finance & Audit Committee meeting
4. Extract of Draft Minute 46: 22 and 23 November 2021 Board meeting

Document 2

Extract of Minute

Minutes 45 – Special Meeting

3 November 2021

1. 2022 DRAFT OPERATING AND CAPITAL BUDGETS
Presentation
-

A presentation was made by OPS Police Chief Peter Sloly, Deputy Chief Steve Bell, and Chief Financial Officer Cyril Rogers. It is available [online](#).

Following the presentation, a clarification was made regarding the item's recommendation. The Board was required to receive and table the draft budget at this meeting. It was explained that the Board would have opportunities to further deliberate on the draft budget at its November 9 Finance and Audit Committee meeting, as well at their November 22 meeting. On November 22, the Board will undertake its final consideration, and will be required to approve a budget for the OPS, to be considered by Council on December 8.

- 1. That the Ottawa Police Services Board receive and table the Ottawa Police Service 2022 Draft Operating and Capital Budget.**

RECEIVED and TABLED

- 2. That the Ottawa Police Services Board approve the Ottawa Police Service 2022 Draft Operating and Capital Budget at the Board meeting on November 22, 2021.**

CARRIED

Document 3

Extract of Minute

Minute 16 – Finance & Audit Committee Meeting

9 November 2021

1. 2022 OPERATING AND CAPITAL BUDGETS: DELEGATIONS

Presentation

Prior to hearing from the delegations registered under this item, the Service provided a presentation on the 2022 draft budget.

The Board then heard from the following public delegations:

PUBLIC DELEGATIONS

1. NORA OTTENHOF, VIVIC RESEARCH
2. SAAMIA AHMAD, VIVIC RESEARCH
3. ~~ROBIN BROWNE, 613/819 BLACK HUB~~ *registered but could not attend*
4. MARIE EVELINE, VOLUNTEER OTTAWA
5. COUNCILLOR RILEY BROCKINGTON
6. FARNAZ FARHANG
7. COUNCILLOR SHAWN MENARD
8. JULIA HAMER
9. SAM HERSH
10. MOHAMED MIGUIL
11. XUE XU
12. BAILEY GAUTHIER (THEY / THEM)
13. MANDI P
14. KELDON BESTER
15. INEZ HILLEL, VIVIC RESEARCH
16. MAE MASON (THEY / THEM)
17. SEAN MEAGHER

18. LUC OUELLETTE, ORLEANS CUMBERLAND COMMUNITY RESOURCE CENTRE

19. ERIN O'NEIL

20. JEN (THEY / THEM)

The Board received the following written submissions:

1. Councillor Jan Harder, [Annex 1](#)
2. Michael Moreau, [Annex 2](#)
3. Natasha Ball, [Annex 3](#)
4. Robin Shaban, [Annex 4](#)

Some of the points raised by the delegations were:

- Calls to freeze the OPS 2022 budget at 2021 levels.
- The inherent harm caused by the appearance of members in uniform, with weapons, and the trauma response that a police officer's presence can trigger among community members.
- The contentious relationship between the Ottawa Police Association and the Ottawa Police Services Board, and support for the Board's role in reviewing and approving the budget.
- The need to move away from a reactive policing model.
- Removing budget line items that fund police response to mental health calls.
- Questions were raised regarding the approximately \$91,000 allocated to memberships, \$1 million for police related services, \$1 million towards police related supplies, among other line items.
- Groups such as the Ottawa Street Medics were pointed to as supports that could, with adequate funding, replace the OPS as first responders for mental-health related calls.
- Discussion on community groups not wanting to partner with the OPS. It was noted that the Royal Ottawa is a partner with the Ottawa Police Service, and the mental health guiding council was referenced. The number of groups that do not want to work with the OPS will be considered and trust building exercises will be undertaken.
- A request to waive background check fees even post-pandemic for volunteers was made.

- The need for the OPS and OPSB to better articulate their plans to evolve the Service.
- Shortcomings in the Neighbourhood Resource Team program and the need to outline their goals and determine a way of measuring success.
- Concerns with speeding, dangerous driving, and the need for police involvement in traffic calming measures.
- The RCMP were referenced as supports to the OPS and pointed to as a reason that there should be fewer OPS members. The Service explained that the RCMP have been withdrawing their services, which has expanded the OPS jurisdiction rather than relieving pressure.
- Clarification that Collective Agreements are in fact explicit in their wording around “last in, first out” for layoffs, and that the most recent recruits are the most diverse.
- Toronto Police Service’s pilot project currently underway and the potential for Ottawa to replicate it. The Service responded, noting that they are more closely considering the Denver STAR model rather than the Toronto model. It was further stated that these models can take years, sometimes decades, to be fully developed and properly implemented.
- The Committee raised issues with the “Cop per Pop” analogy and the need to move away from looking at those statistics.
- Impacts of Covid-19 on mental health and the strain placed on mental health providers and community supports.
- Involvement of OPS officers in schools and the barriers they create.
- The need for community supports to work with the OPS in order to affect desired change was raised by the Service in reference to the HelpSeeker report, received at the 25 October Board meeting.

CITY COUNCIL DELEGATIONS

1. ~~COUNCILLOR MATHIEU FLEURY~~ *registered but could not attend*

Following the delegations, Committee and Board members had the opportunity to raise their questions. Many questions were compiled by the Board as “takeaways” to which the Service would provide written responses at a future date.

Questions were put to the Service relating to specific line items identified by delegations. It was explained that many numbers referenced were pulled

from page 112 of the budget book, on which single line items can be attributed to multiple areas of the organization. For example, multiple sections contribute to the miscellaneous rental line item; investigative units rent facilities to store vehicles, space is rented for PPE storage, et cetera.

A question was raised regarding methods to measure the success of Neighbourhood Resource Teams. It was noted that the neighbourhood policing strategy is ever evolving and has only been in place in Ottawa for two years. NRT units have business and crime analysts that monitor activity in different areas of the city on a weekly basis. Based on the information gathered, annual community-specific goals are set. The model itself is consistent between communities, however desired outcomes vary from one area of the city to another, making it difficult to measure overall successes. The Service is still in the process of developing an appropriate matrix. It was further noted that a study had been underway pre-pandemic, however had not been completed due to ongoing restrictions.

The Service then offered to provide quarterly updates regarding the implementation of the neighbourhood safety model.

Discussion ensued regarding NRTs. The Service explained that they are an upstream prevention model. 13 per cent of OPS members are engaged in NRTs, in roles such as crime prevention officers and youth outreach officers, among others. The focus of NRTs is on greater prevention measures and partnerships.

It was noted that despite the school resource officer program being cancelled, there remain many thousands of young people in the community requiring police support. Since the program's cancellation, the OPS have been actively reimagining a youth strategy, however work is still underway. In addition, school boards still require support for public safety issues.

A question was then raised regarding the planned collision reporting centre, and whether there should be a public consultation before any commitment is made. The Service explained that outsourcing collision reporting has become common practice, and that 28 other services use the company proposed by the OPS. There is no cost to the OPS as the company's services are paid for by insurance providers. The 2012 collision reporting model cost approximately \$1 million annually. Outsourcing would reduce a line in their revenue, but would relieve approximately \$600,000 of staffing pressures,

allowing the reallocation of those resources. The OPS had planned to present this to the Board at the end of the fourth quarter or early in 2022 because the outsourcing company does not implement their process during the winter season.

A question was raised regarding the proposed hiring of a privacy lawyer, as indicated on page 24 of the budget book. The Service clarified that the \$100,000 attributed to a privacy lawyer is simply to access the services of a lawyer rather than to hire one. The input of a privacy law expert is required given the amount of information sharing required in implementing service referral methodology. A form of a memorandum of understanding will be required to allow partners to take on demands from the OPS. This was referred to as a massive inhibitor for other services. The Service did consider whether the City's legal department could provide support on this, however it was felt that they lacked the capacity to address the immediacy of this issue.

The Board noted that distrust in the OPS has increased by 19 per cent since 2018. A question was raised regarding whether enough trust building exercises have been undertaken. The Service responded, noting that trust in all public institutions has been eroding for 25 years. It was suggested that although they may not be doing enough to build trust, they are doing more than ever. Trust is the primary element to achieve sustainable change in policing. It is for that reason that Rubin Thomlinson had been brought on in 2020, and that DiversiPro Inc. was contracted to consider equity, diversity and inclusion in the Service.

Questions on efficiency targets as they relate to service diversions were raised. It was noted that the efficiency targets do not directly relate to call diversion. The OPS aim to see a 5 per cent reduction in calls responded to for service through diversion exercises in 2022, increasing to a 15 per cent rate of diversion by 2024. It was however clarified that this is heavily dependent on the Community Safety and Wellbeing Plan and how robustly it is implemented by the City. The level of investment required to support call diversion is difficult to predict without knowing what amount of existing OPS infrastructure their future community partners are comfortable leveraging.

It was then mentioned that a reduction of resources and a restructuring of resources within the OPS would have different outcomes. The OPS lack cybercrime resources, and their fraud section is understaffed. There are huge demands on the Service in these areas that are inadequately provided for,

and a diversion exercise would lessen resourcing pressures, allowing for a restructuring.

A question was raised regarding member attrition. It was noted that there will be 89 members eligible for retirement in 2022. On average, approximately 40 to 50 per cent of those eligible for retirement do. As such, the OPS expect 35 to 40 members to retire in 2022. Attrition relating to separation and resignation accounts for fewer than 10 members annually.

While the Service had previously anticipated 30 growth hires, those have been removed from the draft budget altogether. Any hires made in 2022 will strictly be due to attrition. Upon the retirement of a member, the position held by the retiree is subject to evaluation and the OPS consider whether the position should be repurposed to better suit priorities. Although the Service intends to fill positions of retirees in 2022, they did not want to presume the Board's strategic priorities, which will inform their staffing choices.

A question was raised regarding data-driven service optimization, and if the indicated costs were strictly for the development of the strategy or if some implementation was included. The Service explained that details on future costs would be provided once the strategy has been formed.

Discussion ensued regarding whether the OPS were adequately staffed in their intelligence areas and in their guns and gangs unit. The guns and gangs unit is 60 per cent staffed. They are budgeted for 20 members and have 12. The Service noted that the unit is understaffed because the OPS have not been able to hire new members. The sexual assault and child abuse unit has 21 constables, which is a 75 per cent staffing level, and although they have positions budgeted for cybercrime, there is no dedicated unit. The Service is trying to find a balance between the wide range of services required and the Board's priorities.

A concern was raised regarding the OPS' current level of staffing, given that they do not necessarily have "surge capacity" were there to be a crippling ice storm or disaster. While the OPS are in compliance with the *Police Services Act*, they indicated that they perhaps are not providing the level of service necessary in a city such as Ottawa.

Motion on the 2022 Draft Budget Moved by Member B. Johnson

That the Finance and Audit Committee forward the 2022 draft operating and capital budgets to the Ottawa Police Services Board for

consideration at its November 22 meeting, in the absence of any specific endorsement or recommendation from the Committee, in light of the outstanding budget-related information the Committee's Working Group will be continuing to seek from the Service between now and the next Board meeting.

CARRIED

The Board then considered the main budget motion below.

That the Finance and Audit Committee receive the presentation and delegations for information and consideration.

RECEIVED

Document 4

Extract of Draft Minute
Minute 46 – Regular Meeting
22 and 23 November 2021

3. 2022 DRAFT OPERATING AND CAPITAL BUDGETS: PUBLIC DELEGATIONS
AND APPROVAL

Budget document previously distributed

The Board heard from the following public delegates at the beginning of the November meeting agenda. They have been included below this item as the primary focus of their comments pertained to the budget.

1. ROBIN BROWNE, 613-819 BLACK HUB
2. GORD GARNER, VICE PRESIDENT OF STRATEGIC PARTNERSHIPS –
COMMUNITY ADDICTIONS PEER SUPPORT ASSOCIATION
3. SAAMIA AHMAD, VIVIC RESEARCH
4. NORA OTTENHOF, VIVIC RESEARCH
5. ROBIN SHABAN, VIVIC RESEARCH
6. INEZ HILLEL, VIVIC RESEARCH
7. FARNAZ FARHANG
8. LAURA SHANTZ
9. FRITZ KWABENA OKRAH
10. DANIELLE PHAM (THEY / THEM)
11. JULIA HAMER (SHE / THEY)
12. CASSIE SLACK
13. MOHAMED MIGUIL
14. BRITT G.
15. MANDI PEKAN
16. LISE HEBABI AND SONYA HOWARD, SOCIAL PLANNING COUNCIL
OF OTTAWA
17. JACK BELLEMARE
18. SAM HERSH

19. BAILEY GAUTHIER (THEY / THEM)
20. MICHAEL SPRATT (HE / HIM)
21. JEFFREY BRADLEY (HE / HIM)
22. MAE (THEY / THEM)
23. SAMANTHA MCALEESE
24. PHILIPPE PARISOT
25. JULIA FALCO
26. CHRISTOPHER ARNOLD
27. KING KIMBIT
28. LORNA LEMAY & DANIEL MARKUS, CANADIAN INSTITUTE FOR
CONFLICT RESOLUTIONS
- ~~29. DEIRDRE MOORE~~ *registered but could not attend*
30. M
31. FREDERIC LANGLOIS
- ~~32. JALIL MARHNOUJ, UNITED MUSLIM ORGANIZATION OF OTTAWA
GATINEAU (UMO OG) AND ASSUNAH MUSLIMS ASSOCIATION (AMA)~~
registered but could not attend
33. ABRAAR ELMI
34. JACOB MITCHELL
35. IRVIN WALLER
- ~~36. AZUBILAH SHAYTAN REGEEM~~ *registered but could not attend*
- ~~37. HERMONA COALITION, OTTAWA BLACK DIASPORA COALITION~~
registered but could not attend
38. EESHA DIASPORA, OTTAWA BLACK DIASPORA COALITION
39. LYSE-PASCALE INAMUCO
40. BILL EWANICK
41. EMMA MITCHELL
42. JONATHAN CARLSON
43. PIETRO PISCINA

44. KENZIE MORIN
45. KIRSTIN PULLES
46. BETHANY LEONARD
47. SEAN MEAGHER
48. LUC OUELLETTE
49. ANDREW CLARKE
50. ~~SOUHEIL BENSLIMANE (THEY/THEM)~~ *registered but could not attend*
51. ~~JARRAH ELENEZI~~ *registered but could not attend*
52. JUSTIN PICHE
53. NAMRATA TILOKANI
54. ZOE RIGBY
55. ERIC ROSENQUIST

Some of the topics and feedback expressed during the delegations included:

- Calls to freeze the 2022 budget at 2021 levels.
- Calls to defund the police.
- Over-policing of black and indigenous people.
- Disappointment in the 2022 draft budget after similar calls to freeze the 2021 budget occurred in 2020.
- Demands for the OPS to remove themselves from mental health response.
- Praise for Chief Sloy's attendance at Recovery Day. The need to destigmatize substance use for all communities and to recognize it as an illness.
- Police as responders to crime rather than crime preventers.
- Questions were raised regarding the definition of "adequate and effective policing," for which the Board is responsible.
- Upset and concern with the repeated rebranding of police programs, with reference to DART, SROs, etc.
- Concern with distinguishing information included in an OPS report regarding youth.

- The need to continue growing relationships between the OPS and marginalized communities to allow for collaborative partnerships.
- The 10 demands of the Ottawa Black Diaspora Coalition were referenced.
- Calls to redirect money from the OPS to community supports were made.
- Social determinants of health and the link to criminal activity were noted.
- Calls for transformative justice.
- Discussion on previous concern regarding the Mental Health Guiding Council having been run by the OPS, which was suggested to have alienated some community leaders from being willing to participate.

CITY COUNCIL DELEGATIONS

1. COUNCILLOR MATHIEU FLEURY

The following discussion occurred during the Council delegation:

- Clarification was made regarding a figure on page 99 of the budget book, on which Management Intervention is noted. The Service explained that they had achieved \$7.9 million in savings from a spending freeze, \$1.1 million from the no-travel order, and \$1.4 million in staffing savings related to growth positions that were not hired for, for a total of \$10.4 million in surplus savings.
- A question was raised regarding the number of OPS officers on leave that are unavailable for work. The Service noted that page 84 of the budget book breaks down the complement by rank within the organization. There are 2,115.9 full time employees in the budget. Close to 150 members are on leave, be it due to WSIB, LTD, leaves of absences, maternity and/or paternity leave.
- The OPS' aim to reduce the number of calls they respond to by 5 per cent in 2022 through alternative response, and up to a 15 per cent of calls over three years, was pointed to as being a difficult undertaking. The Service explained that the best-established programs are CAHOOTS in Eugene, Oregon, and STAR in Denver, Colorado. Edmonton and Toronto programs were also noted. It was suggested that within all these programs, the police, the city, and community stakeholders work together for call-integration programs rather than call diversion programs. The need for desired outcomes to be clear to enable joint accountability was referenced.

- Regarding provincial supports, it was noted that page 97 of the budget book outlines the \$1.6 million in Covid-19 supports having been provided by the Government of Ontario, and another \$1 million was provided for mental health and addictions.
- The Service explained that the province could do more to support municipalities under the incoming, updated *Police Services Act*. It was noted that the Solicitor General has a proposal to extend the amount of funding through a community safety grant, however the funding once divided would be minimal and would not be received until beyond 2022. It could potentially fund two small pilot projects in Ottawa.

The Board received the following written submissions:

1. Andrew Roy, [Annex 5](#)
2. Emma Bider, [Annex 6](#)
3. Frederic Langlois, [Annex 7](#)
4. Tamir Israel, [Annex 8](#)
5. Thea Lewis, [Annex 9](#)
6. Mamta M, [Annex 10](#)
7. Larry Gauthier, [Annex 11](#)
8. Faheem Affan, [Annex 12](#)
9. Pierre Jireada, [Annex 13](#)
10. Anonymous Submission, [Annex 14](#)
11. Sabrina Gannon, [Annex 15](#)
12. The Ottawa Police Association, [Annex 16](#)
13. Stephanie Mar, [Annex 17](#)
14. Jalil Marhnouj, [Annex 18](#)

The meeting recessed at 8:50 p.m. on Monday, November 22 following the delegation portion of the agenda. The meeting resumed at 3 p.m. on Tuesday, November 23.

The Board then had the opportunity to raise their questions.

The following points of clarification and discussion occurred:

- Issues regarding the use of the cop-per-pop ratio were raised. The Service noted that while no data is irrelevant, no single data point should be dominant. The need for a clear articulation of metrics to measure success within the Community, Safety and Wellbeing Plan was noted. Further, it was suggested that the Board find a means of integrating those metrics, once developed, into their Strategic Priorities. In doing so, the problematic cop-per-pop ratio will lose relevance.
- Page 100 of the budget book was referenced. Under the heading “Service Initiatives/Efficiencies,” the Outsourcing Collision Reporting Centres line item shows a potential \$550,000 in savings. Under the same header, Fleet and Facilities Efficiencies shows a potential \$600,000 in savings.
- The OPS noted further efficiencies will be found in referring calls for service to other types of responders.
- The Service noted that if further financial efficiencies are not sought out, they will risk running a deficit in 2022.
- The need for Service members to strictly undertake tasks that no other organization or person can, was noted. The OPS explained that they are working to partner with other service delivery organizations. It was explained that several positions within the organization have been converted to civilian roles. Legislative requirements for police response to certain types of calls were, however, mentioned. As such, the need for Board support in lobbying for change was requested.
- Clarification was made around outsourcing work to other organizations versus the civilianization of positions within the OPS. Civilian members still cost the Service. It was further stated that outsourcing has associated fees as well.

Councillor Rawlson King then introduced the below motion which sought to amend the 2022 OPS Draft Operating and Capital Budget Estimates.

Councillor King explained that the motion was intended to strike a delicate balance wherein both community safety and budget funds are handled thoughtfully. The need to ensure that adequate funding is provided to the Service to enable necessary deployment was noted, as was the need to meet contractual obligations with bargaining units. It was stated that the motion

would allow further work on change initiatives already underway by the Board. After the Board had heard from hundreds of delegations during 2021 budget deliberations, they had introduced a motion to seek opportunities to freeze or reduce the 2022 budget at 2021 levels. To best deliver on that commitment, the Board had contracted consultants who demonstrated a capacity for cost savings. The need to find greater management efficiencies was noted. It was stated that the motion was aligned with the Community Safety and Wellbeing Plan and would encourage the establishment of non-law-enforcement interventions to community based mental health crisis response.

The Board then had an opportunity to discuss the motion. Options of financial efficiencies provided by StrategyCorp were noted.

It was suggested that the motion included an aggressive set of numbers, and that it would be a historic accomplishment if the required efficiencies are to be achieved in fulfilling the motion. The Service indicated they would do everything possible to avoid any member losing their position. The OPS committed to bringing forth reports in the first quarter of 2022 regarding potential savings and demonstrating how they plan meet the budgetary requirements.

A point was raised regarding the compounding effect that will occur with budgetary pressures moving into future cycles – the Service advised the pressures will double in 2023, and will continue to double moving into future years. The need for that pressure to be factored into the Board's strategic priorities was noted, as was the need to escalate work and information sharing.

The Service explained that on page 89 of the budget book, document A5 demonstrated what the OPS have been able to achieve in terms of historic efficiencies with their budgets.

A question was raised regarding whether there was adequate data from StrategyCorp to support the motion's direction and to suggest that it would succeed. It was restated that the motion seeks a balance, and that within the envelope of \$350 million, the motion is achievable. It was further noted that the motion was designed to provide flexibility to the Service, so as to ensure that the Board is not involving themselves in operational matters.

The Service indicated that their inclusion in the development of a complete Community Safety and Wellbeing framework will be critical, and that the plan must be coproduced with them to succeed.

A point was raised regarding existing gaps in the OPS, such as the lack of a Cybercrime Unit. The Service explained that they will have to find a balance between the priorities of the Board and the varied demands of the community.

A question was raised regarding the impact of a 1 per cent budget reduction, as stipulated by the motion, on service delivery. The Service explained that there is an existing shortage in their Guns and Gangs Unit, which is staffed at 60 per cent. As such, the Unit is functioning in a strictly reactive capacity rather than working towards prevention. It was suggested that in order to reduce crime levels, work throughout a variety of community organizations will be required to support mental health and reduce levels of poverty and addiction. If that is achieved, then the motion could lead to better outcomes, however without the coming together of community supports, little change will be achievable. The need for accountability while a plan is developed and implemented in the City was highlighted.

Councillor King then provided closing remarks regarding the motion.

Chair Deans provided thanks to those that participated in the community consultations, and then took votes from the Board. The motion was unanimously approved by the Board.

Motion to Amend the 2022 OPS Draft Operating and Capital Budget Estimates

Moved by Councillor R. King

Seconded by: Member Meehan

WHEREAS the Board received and tabled the Ottawa Police Service's 2022 Draft Operating and Capital Budget Estimate on November 3 that included a 2.86% police tax rate increase;
AND WHEREAS the Board committed by way of a motion in November 2020 to look for ways that the 2022 Ottawa Police budget could be reduced or frozen at 2021 levels;
AND WHEREAS the Board directed by way of a motion in September 2021 that the 2022 Budget Estimate assume a zero per cent increase as its base with a detailed explanation for any increases over zero per cent

and a detailed option plan for any new investments in 2022;
AND WHEREAS the Board has been reviewing the draft Budget Estimate with a view to ensuring the provision of adequate and effective policing while achieving the Board's strategic priorities;

AND WHEREAS the Ottawa Police Services Board shares the Police Chief's support for Member Health and Wellness because of its impact on the ability for the Board and Service to meet their obligations to provide resources for adequate and effective policing;

AND WHEREAS the Board has received the Third Quarter Financial Status Report from the Service which is projecting \$14.1 million in unanticipated budget pressures in 2021 which are being entirely offset by developed solutions which include \$10.4 million in management interventions;

AND WHEREAS the Board recognizes the need to contribute to cost savings and reductions wherever possible;

THEREFORE BE IT RESOLVED that the Ottawa Police Services Board approve a \$2.65 million reduction in the draft Operating Budget of the 2022 Ottawa Police Service Budget Estimate consisting of:

- An increase of \$2 million in the efficiency savings target for management interventions, bringing the total to \$4 million (p. 100); and
- A reduction of \$650,000 in new services related to the data driven service optimization, which will instead be funded through the Service's General Capital Reserve Funds (p. 99).

BE IT FURTHER RESOLVED that the Chief be directed to report back to the Board in Q1 with a series of options and their associated risks, as well as the compounding effect of that on future budgets (2023,2024, & 2025) and potential offsets, on how the total of \$4 million in management interventions can be achieved in 2022.

BE IT FURTHER RESOLVED that the Board acknowledges that the Board Strategic Planning process must align with the Chief's reporting in order for the Chief to provide his report.

BE IT FURTHER RESOLVED that the Chief be directed to present an updated detailed implementation plan for the Member Health and Wellness initiative funded in the 2021 and 2022 budgets that lays out the strategies to support Member wellness and which includes detailed breakdowns of costs, timelines, strategies for filling vacant positions,

and how the initiative will be measured and evaluated.

BE IT FURTHER RESOLVED that the Chief be directed to present complete business cases fully explaining the new services outlined in the 2022 Budget Estimate which include detailed breakdowns of costs and resource requirements, the timeline for the initiative, and how it will be measured and evaluated, before any expenditures take place to support their implementation.

BE IT FURTHER RESOLVED that the Ottawa Police Services Board approve a draft 2022 Budget Estimate based on a 2% police tax levy increase.

CARRIED

Chair Deans then displayed a motion that she had intended to bring forth to City Council regarding the reallocation of Council-approved OPS funding to be used instead for a mental health pilot project.

It was decided that the motion would be withdrawn and revised and later circulated. There was a concern that there was not explicit mention of including the OPS in the mental health pilot project referenced.

Chair Deans explained that she had not circulated the City Council motion to the Board in advance given that it was contingent on the passing of Councillor King's motion.

The Board then considered the main budget motion below.

That the Ottawa Police Services Board:

- 1) Approve the amended 2022 Draft Operating and Capital Budgets.

CARRIED

- 2) Direct the Executive Director to forward the amended Budgets to City Council for approval.

CARRIED

Written Submission #1: Councillor Jan Harder

November 8, 2021

Policing remains a core service delivery for municipalities across Ontario. The residents that I represent continue to demand adequate and timely policing responses. I see this daily with emails from constituents that request assistance from police on a wide range of subjects. I suspect that the majority of my council colleagues experience the same. With already stretched levels of policing coverage, with the City of Ottawa already having one of the lowest police population rates across major cities in Canada, now is not the time to start laying off new hires and I would further argue against a hiring freeze. As well we have by far the largest geography of any larger Canadian city. Indeed, fully the cities of Vancouver, Calgary, Edmonton, Toronto, and Montreal can fit within our boundary with room to spare yet our traffic component is a mere 56% of that of the City of Gatineau.

When Chief Sloly was selected by the Ottawa Police Services Board he was tasked with modernizing and providing a strategic vision for policing in Ottawa for the foreseeable future. Shortly after becoming Chief, he told us that staffing levels within the Ottawa Police were low and provided a strategic plan for hiring. This was supported at the time. I supported it and I continue to support it. Firing already hired police officers, that we have invested significant training dollars into already is short-sighted and fiscally irresponsible. It will cost us more to play catch up in future years if we ever do and it will also lead to laying off new recruits who are already serving the citizens of the City of Ottawa. Ottawa continues to grow and the need for adequate policing will continue to expand as well. We cannot force an unrealistic budget on OPS and think that we can expect them to properly respond to calls for service moving forward. I hear the Chair of the OPS Board intends to undertake a "line by line" review of the budget which seems political at best if not grandstanding at least. I fully endorse the extensive effort by OPS Senior Management to whittle down their original budget to come in below the 3% and I trust the Chief to know how he can deliver the service we need. I know Barrhaven residents are not prepared to have an understaffed police service when they call 911. However, I am also supportive of the calls for change for example those that call for alternative service delivery for matters that do not need police response.

Take for example traffic enforcement, a high demand in Barrhaven. With strategic engagement with the Province over the past years we have begun to utilize alternative methods of traffic enforcement; red light and speeding cameras are complimenting the

enforcement that OPS engages in. But technology will never be able to fully replace the response that police provide for traffic issues.

The call to reform the way we as a province respond to mental health calls and persons in distress is one that I have heard. I know many in law enforcement support it as well. We need new ways to respond to those in crisis but doing so will require modification to provincial legislation before this can happen, like traffic enforcement. Provincial and policing leaders including police services boards across Ontario will need to make amendments to provincial legislation such as the Mental Health Act. Right now, only a police officer can apprehend and bring to the hospital a person who is deemed to be a threat to themselves or others. I know the Chief is committed to championing these new partnerships and service delivery methods. This is why he was hired, and I am confident that he will get the job done. But this will not happen tomorrow, and police will continue to have a duty to engage in the responsibilities placed upon them through provincial legislation.

I have been elected for 24 years and I served on the Ottawa Police Services Board for 7 years. I am well aware of the needs and demands requiring police support in Ottawa. I will support the 2.86% budget requested by OPS for 2022. There may be a time in the future where a zero percent budget increase is possible but certainly, we are not at that point today. Calls for service will increase as our city grows and we know it will grow by over 40% in the next 25 years.

We cannot risk falling further behind in staffing levels. This will cost our taxpayers more in the future. I reiterate that Chief Sloly was hired after a nationwide job hunt. We provided him with a mandate to modernize our police service. Imposing new roadblocks on him after 24 months as Chief sends a message that we no longer support his vision. I urge Ottawa Police Services Board members to support our Chief and approve a 2.86% increase to the Ottawa Police Service budget for 2022.

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Written Submission #2- Michael Moreau

November 9, 2021

Dear Councillor Deans:

I am writing to provide comments as a constituent who is disappointed with the decision of the Ottawa Police Services Board to recommend a \$13.2 million increase (1) to the 2022 Police Budget. I urge the Board to consider the ramifications of adopting these directions at a pivotal moment in the context of a growing civil rights movement.

Approval of these budget directions represents a significant affront to communities that continue to be terrorized by police in addition to connoting a large step backwards on the path to reconciliation and other social objectives. Respectfully, the Board must act immediately in a sensitive and strategic manner to begin defunding the Ottawa Police Service, diverting these resources to other community programs. For instance, the Ottawa Police Services Board could move to decriminalize simple possession of all illicit substances, as relayed in my letter to Council on this subject, dated July 12, 2021.

¹While I salute Ottawa Police and recognize the impressive 37% decline of drug-related charges from 2018 to 2019, I note this coincides with enactment of the *Cannabis Act* on October 17, 2018(2). In my humble opinion, this suggests that the decreased crime rate is not related to a change in policing but to improvements in Canada's drug policy.

Moreover, I am certain you will agree drug-related offences are a waste of public funds, a finding of fact that is robustly supported by a 2015 Vancouver Police Board complaint(3):

In total, 560 hours of police time was required for a single investigation, with a value of over \$34,000 in pay and benefits. Or stated another way, the investigation required the equivalent of one officer working full-time for approximately three months... [most drug-related offences] [should] not [be] a high priority for [] enforcement in the absence of overt public safety concerns,

1 "Ottawa proposes three per cent hike in property taxes in 2022, three per cent increase in police budget," CTV News. June 26, 2021. Available [here](#).

2 "Police-reported crime statistics in Canada," Canadian Centre for Justice and Community Safety Statistics. October 29, 2019. Available [here](#).

3 "Service and Policy Complaint #2015-112 regarding enforcement against marihuana dispensaries," Report to the Vancouver Police Board, Vancouver Police Department. September 1, 2015. Available [here](#).

4 See tweets [here](#), [here](#) and [here](#), with works cited [here](#).

5 Draft *Policy on the Enforcement of Possession of Controlled Substances Contrary to s.4(1) of the Controlled Drugs and Substances Act* on Google Drive.

considering the much higher risk to public safety posed by violent and predatory drug traffickers, and by [the] highly toxic drug[] [supply].

Furthermore, if my calculations are correct, the Ottawa Police Service is squandering more than 15.8% of their annual budget on drug enforcement; this represents a shameful misuse of approximately \$59,000,000 (59 million) of public funds **every single year** these abusive, vexatious and unconstitutional investigations continue(4). In my respectful view, a fresh perspective on the management of drug-related offences could prevent further arbitrary increases to the heretofore meretricious police budget.

For these reasons, I am proud to present the Board a draft *Policy on the Enforcement of Possession of Controlled Substances Contrary to s.4(1) of the Controlled Drugs and Substances Act*(5); while I agree the enforcement, monitoring and oversight mechanisms may require refinement, I trust you will concede the Policy could be adopted as is.

In closing, as a citizen proud to call Ottawa his home and an advocate for compassionate, sensible [drug] policy, I am delighted to iterate my support for a Motion in this respect and am ecstatic to lend you my support in this endeavour. Finally, I would be pleased to further discuss this matter with yourself, any member of the Ottawa City Council or a member of your respective staff.

J'attends une réponse aux points soulevés dans cette lettre avec impatience.

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Written Submission #3- Natasha Ball

November 9, 2021

I was given your email address by Councillor Catherin McKenney, as a means to voice my concerns over the ask from the Ottawa Police to yet again increase their budget. This worries me greatly as those funds would be most needed for social services and community needs instead. We still have a housing crisis in Ottawa, raising transport fees, effects of the pandemic etc.

I hope my concerns will be heard and shared. Please do not increase the Ottawa Police budget, it's simply not what is needed to truly help our city to thrive.

Kind regards,

Natasha

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Written Submission #4- Robin Shaban

November 9, 2021

I am submitting this written delegation today to urge this board to vote against the draft budget and to freeze the police budget at 2021 levels.

I make this request for many reasons, the first being that police officers pose an active threat to our Indigenous, Black and marginalized community members.

Second, it has become immensely clear that de-tasking of the police is foundational to community safety. This isn't simply just a question of having the sufficient funding to provide alternative response teams – it is also as simple as reducing interactions between police officers and vulnerable community members.

Right now, the OPSB is being asked to approve a \$346.5 million net operating police budget. Keeping the budget frozen at 2021 levels is in no way an unrealistic budget that the OPS can work with.

The long wait times or “timely policing responses” that many residents are calling for do not need to translate into requiring more police. Crime prevention, in the form of guaranteed housing, higher incomes, comprehensive health care, drug decriminalization and safe supply, are all ways to reduce the numbers of calls to service for OPS and as a result, reduce wait times. De-tasking the OPS from mental health crisis response, traffic enforcement, youth services, intimate partner violence, victim support services, missing persons units, and more are other effective ways to reduce wait times for calls to service.

Traditional policing does not work. The Ottawa Police Service is only capable of providing a traditional policing model. It is time to try something new. I urge Ottawa Police Services Board members to reject a 2.86% increase to the Ottawa Police Service budget for 2022.

Thank you.

Robin Shaban

Vivic Research

Economist and Co-Founder

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Written Submission #1- Andrew Roy

November 10, 2021

To whom it may concern,

I've followed the 2022 city of Ottawa budget news closely of late. As a home owner and a concerned parent, I support and respect our police 100%. Despite the mostly negative press Ottawa Police gets, I can see that they're doing good work in the city. While they're well compensated, they have one of the most stressful and thankless jobs in the city. I can honestly say that they've been there when I needed them.

I'm a firm believer in the neighbourhood/community policing model. I've benefitted from it directly. In October of last year, I was the victim of a theft while on an evening walk. I reported the crime about an hour after it occurred. When I called dispatch, I was told that suspects were already apprehended. Shortly after, two officers came to my house to take a statement. They were very helpful. While the crime wasn't a violent one, it was obvious that I was in shock. They were compassionate. In the days following the incident, I met with detectives downtown. They kept me up to date on the investigation's progress. They answered every one of my nervous questions. They even retrieved the stolen items, things I already assumed as never coming back to me. I didn't care about the items at that point in time. I was in one piece. That was good enough.

My neighbourhood has a noticeable police presence. I'm told we have a neighbourhood resource team in our area. When I see them on patrol, I'm quick to make small talk with them. They've approached me, looking for help as well. I like that they're around. Other families I speak with agree.

I believe the criminal activity has gone down in the neighbourhood, due to the continued police presence. They're able to be proactive this way. It's gotten to the point, where I'm not worried about gun play. I know it will always be a threat, whether it's here or throughout the city. It no longer keeps me up at night.

I know my interactions with police will provide a good example for my kids. I want my kids to feel safe talking with police, whether it's to report an incident, or as a witness to an incident. I know that the current policing model will help accomplish this.

I support the police budget increase. I believe Chief Sloly and OPS are on the right track. In an era where my taxes go to man made disasters such as the LRT, I'm more confident that my taxes are being spent wisely at OPS.

Regards,
Andrew Roy
Ottawa

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Written Submission #2- Emma Bider

November 19, 2021

Writing this, I feel like it's groundhog day. A year ago community groups and concerned citizens were fighting for a freeze of the OPS budget. That didn't happen. But a promise was made that the budget wouldn't increase in 2022. And yet now, OPSB is about to approve a budget increase of 2.86 percent or \$14.7 million.

This feels like a betrayal. To have said you would fight for a freeze and then with nary an excuse let this come to budget talks feels like a tactic to shut people up, to stop our whining so council members can get on with their very important jobs of doing what they believe is good for the community in defiance of what the community is saying. OPSB seems to think "they know what's best" for Ottawa, ignoring the efforts and constant pushback from the people they claim to serve.

\$14.7 million. That's more than has been proposed for cycling infrastructure, for hiring paramedics, for long term care homes and for climate change and resiliency. Yet all those things will make people's lives better in Ottawa and I do not believe more police make people's lives better.

A case in point: a few days ago one of my neighbours had their car stolen. People offered door cam footage, offered condolences, and shared information. The police came and took a statement. Are they going to see if there are prevention methods for this kind of thing? Are they going to create a program to help lift people out of poverty so they don't feel compelled to steal cars? Are they going to support a block-level community safety team, to formalize the help we already provide each other?

No. The police will not do any of these things that would address the systemic underlying causes of car theft. They will take a statement and provide a report for insurance. Important? Sure. Worth \$14.7 million? I really, really don't think so.

I ask the OPSB to consider the promise they made, and consider the damage to community relations if you do not fight this budget increase. There will be no more trust in the board's capacity to make change. Please, do not approve this budget.

Emma Bider

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Written Submission #3- Frederic Langlois

November 22, 2021

Hello and thank you for letting me speak to this issue. My partner and I are successful professionals living in Westboro with our 2 boys aged 8 and 10. My voice doesn't matter anymore than any grassroots activist here tonight but I'd like to dispel the myth that abolition is an ideal with limited or niche support. That's objectively false.

I took the time to provide a delegate because none of the important issues in Ottawa (e.g. housing, public health, climate change, public transit, mental health services, unnecessary drug harms, etc.) require an armed police force to be solved. In fact, police interventions have time and time again made the situation worse and/or opposed progressive change.

Listen to community advocates: defund the police. The Ottawa Coalition for a People's Budget has a sound plan to better use public funds for the community. It's a great place to start.

At the very least, freeze the police budget like you promised.

Thank you.

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Written Submission #4: Tamir Israel

November 22, 2021

I was concerned to see the inclusion of a long list of detailed incidents involving police and youth in schools in a recent public budgetary justification document submitted by Ottawa Police Services to the Board.

I recognized that OPS was responding to a request for more information regarding their broader youth strategy, and that this is a time of transition for OPS as it adjusts to the transition away from the School Resource Officer program.

However I found it both atypical and concerning from a privacy perspective to see the level of detail provided on many of the incidents OPS decided to include in this public document. Although no names are included, sufficient details are present in many of the incident descriptions so that anyone generally aware of the incident -- the peers of those involved, others in the neighbourhood -- would be able to identify the incident and learn additional details regarding what transpired.

The choice to disclose this many incidents at a high level of detail is particularly concerning given that we are dealing with minors here. I also note that some of the incidents reveal very intimate details.

I would ask that redactions be considered and that more caution be exercised in the future when making disclosures of this kind.

Yours truly,
Tamir Israel

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Written Submission #5: Thea Lewis

November 21, 2021

Good afternoon Board and Committee Members,

I am unable to speak at the Ottawa Police Services Board on November 22, but I wanted to share my thoughts, and to urge you to vote against the increase of \$14 million to the Ottawa Police Services.

I am astonished and dismayed that the Board would consider a budget that proposes an increase to the OPS budget, after last year's declaration that a freeze would be investigated. I hoped last year that that might mean potential change, and that the Board might be listening to the calls from community at last. Instead, it seems this was merely an image-saving move when Black Lives Matter had the media spotlight, and now that the media has moved on, the Board has lost its motivation. But know, the residents of Ottawa are watching what you chose to do today. We would celebrate a bold move, a powerful act in the name of healing the fractured relationship with the community, a courageous step in building a safer and more compassionate city: please, I urge you, refuse to increase the Ottawa Police Budget, and call for a freeze.

As a white woman living in Ottawa, I want to make it clear that I do not support an increase to the Police Services budget. I center my gender and my race because I know that the spectre of violence against my body in public spaces is often used as a justification for increased policing. I do not feel safer in spaces where there are armed and authoritative figures who have consistently shown a lack of accountability and consequences to their actions. In addition, it is not a person like myself who is targeted by policing; in fact, I have never experienced the harassment, violence and increased surveillance that I hear of from my neighbours, coworkers and friends who are racialized or poor. That doesn't mean I don't believe and know it to be true. More policing harms the lives and wellbeing of Black, Indigenous and racialized Ottawa residents. I know this to be true because it is what they have been shouting at us for decades. We need only listen. I don't think there are any more statistics or data that can tell us what we already know.

There are so many places where the limited and stretched municipal budget is desperately needed – I'm sure over the last months of deliberating this question you have heard many of them. Social services, transit, library, public health – all of these are essential municipal services upon which Ottawa residents depend, who are consistently fighting for scraps. But today I feel the most distressed by the state of Ottawa's Energy

Evolution program. Currently, in British Columbia, cities that were ravaged by fires only months ago are under water. The threats of climate catastrophe are no longer in our future: we are watching them right now. We are watching the increased climate volatility, the decimated villages and reserves, the cities' infrastructures failing. There is no pushing this matter off any longer, we must act radically and immediately. To watch the Ottawa city's own plan to address the climate crisis, to transition to cleaner energy, to make moves to ensure a livable future; to watch this plan be consistently desperately underfunded while the police budget continues to inflate is devastating. I am at the age where I am considering having children, and one of the major factors giving me pause is the question: would this child have a livable planet to grow up on? We're not talking generations down the line anymore. We're talking about my life and my family's lives. We need the leadership of this city to have clear and grounded priorities: we need investment in a livable future, and in a safer city. That means redirecting the funds that are being asked for by the Police Services towards programs such as municipal environmental programs.

Thank you for your time. I hope you will listen to all the voices calling on you to do the right thing.

-Thea Lewis

Ottawa, ON

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Written Submission #6- Mamta M

November 21, 2021

Hello,

I would like to submit comments for tomorrow's Ottawa Police Services Board meeting.

As an Ottawa resident, I am in agreement with and encouraging the board to listen to the many other residents and organizations that have called for a freeze in the Ottawa police budget, which the board committed to last year.

For the past year and a half, the board has heard from dozens of residents that have come out to every meeting to discuss this topic and advocate for a better quality of life for many of Ottawa's most vulnerable residents. This cannot be achieved through more funding towards the police, and these funds should be invested instead into community-based social services and projects that are proven to decrease conflict and harm in our communities.

OPS receives the most funding out of all essential services in the City of Ottawa and as we are still in a global pandemic, these funds would be better spent towards Ottawa Public Health or towards affordable housing, something that was declared an emergency in early 2020. As many of you would agree, violence has no place in our communities but we need to address the root causes as to why this violence occurs, which community-based initiatives can do. The OPS is a reactive force that does not address those root causes, which has been relayed to the board by numerous delegates.

I am also supporting the calls to action from the Ottawa Black Diaspora Coalition and CPEP (These can be found [here](#)). These organizations and many others have been explicit in describing how particularly Black and Indigenous people but also other racialized residents of Ottawa do not feel safe nor protected by OPS. Their voices matter and their demands need to be listened to.

On November 22, I encourage board members to vote no to this budget increase which would be an actual step towards addressing and ending racism and violence in our society and creating a better future for the City of Ottawa.

Regards,

Mamta

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Written Submission #7- Larry Gauthier & Lee Blue

November 22, 2021

Dear Members of the Committee:

Thank you for this opportunity to add our voice to this important discussion. We are Social Workers who have worked for decades in community organizations and a local school board. As a result, we have some insights and thoughts on this matter.

Previously as social workers, we worked collaboratively with the police during crisis interventions, including mental health and wellness checks. (at school and in their homes) While we have both worked with caring and resourceful Police Officers, our concerns lie with the OPD as an institution.

As School Board Social workers, a significant portion of these joint interventions involved BIPOC and other minoritized students and families. The majority of our students and their families lived in poverty and most had a history of overtly negative and oppressive interactions with the police.

We are both white, middle class Social Workers. The Police Officers in attendance were usually white officers. As staff we were mandated to work jointly with the Police and School Resource Officers. At times, the Police had no previous involvement with the family. This meant there was no constructive or organic connection to the student and their families. The interventions were sometimes helpful and effective, but most of the time, they caused more harm, and a higher level of mistrust by the clients. There was a lot of repair work to do afterwards. Most of the time the trust we previously had with students/families was broken.

In comparison, when we did joint interventions with agencies (eg. Community House workers) who had connections to our clients and their communities, interventions were far more effective and sustaining. That is why it is imperative that the monies that are going to increase the police budget, instead need to go to agencies that already work in these communities. There should also be additional funds allocated to create a new model of crisis and mental health intervention. What is needed is the creation of multi disciplinary response teams with diversified staff. Unless this process begins, outdated and harmful militarized responses to crisis situations will only continue.

In conclusion, the enormous OPS budget does not require any more increases. Instead, there needs to be an re-organizing of different priorities that do not require a militarized

response to mental health interventions and wellness checks. The police need to be in the background, instead of leading these types of intervention. There are other communities that have shown the courage to go into a different direction. This committee needs to do the same. Thank you.

Larry Gauthier MSW RSW

Lee Blue MSW

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Written Submission #8- Faheem Affan

November 22, 2021

We have been working with Ottawa Police Community Units since the late 80s, early 90s. Ottawa police were always there to provide safety and help whenever it was required at our community center and the mosque located at the east end of Ottawa. We have also been working closely with the diversity unit from the day it was established. The diversity unit was the one who helped greatly in establishing the trust between the police and communities.

Ride-sharing programs, the role of frontline staff during the pandemic, and the involvement of these officers with the youth helped a great deal in establishing good relationships between youth and the police services.

Recent incidents in North America, including the death of Abdirahman Abdi in Ottawa, have highlighted some of the existing issues related to systemic racism in police services. This has given individuals and communities the opportunity to call for reducing the budget for policing services.

Yes, we believe systemic racism does, unfortunately, exist in the police force, but we do also believe defunding the police services will not help in resolving these issues. We believe that the goals to get rid of racism and control the crimes can only be achieved by providing adequate funding with proper training to the force.

Defunding the Ottawa police would weaken the force, especially the diversity unit that is much required to work closely with all the minority communities to establish trust between the police and these communities. Now it is time to provide essential funding to not only properly train the police officers on how to effectively deal with the minorities but also to once forever get rid of the systemic racism from the Ottawa Police.

Thanks

Faheem Affan
Ahmadiyya Muslim Jama'at Ottawa
613-600-3000

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Annex 13

Written Submission #9- Peter Jireada

November 22, 2021

Please accept this email as my call towards full support of the Ottawa Police budget and to the amazing work the men and women of OPS do everyday to help keep our communities safe and secure. Would appreciate having this read into the minutes of your upcoming meeting. I can't begin to imagine or comprehend the backwards thinking of defunding the police and find this stance as completely absurd. I for one can attest to the professionalism of our men and women in uniform who risk everything to serve and protect our communities and I am truly grateful for their service. Under the solid leadership of Police Chief Peter Sloly and Service Sargent Major Pete Danyluk, I have all the confidence in the world that every single dollar of the police budget will be well spent. Policing is not easy and is one of those professions that calls on the most dedicated and caring people from our communities and to serve in law enforcement is a sacred privileged that should never be taken lightly. I have the utmost respect for our men and women in law enforcement and they need to know they have the communities' full support in carrying out their duties. If anything, this police budget needs to pass not only to support the critical roles OPS plays in our community, but as a symbol of approval for just how important the OPS is to this great city. I urge the board to please pass this budget so that the OPS can continue it's great role in our society. Thank you.

Pierre Jireada, CD, Associate Vice President**BCPIF Liason Officer for TD Bank Group****Chair, Stewardship Committee, FCSG, CBA**

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Written Submission #7- Anonymous Submission

November 22, 2021

Good evening,

I'm writing today to express the importance of a budget freeze. It's imperative that we truly prioritize aiding folks who have experienced gender based violence, mental health crises, and discrimination or racism with out the use of policing strategies.

The police can and do respond to crime with violence as we have seen over the past 20+ years. The priorities that the OPS has outlined this year are all very complex issues. Folks need resources in their neighbourhoods to be able to combat these complex issues in a safe environment, removed from any power dynamics and threat of incarceration. Do we really think that people who need help also want to deal with the constant threat of police intervention? Absolutely not.

As someone who experiences mental illness, I can understand the vulnerability that folks feel when they ask for help. This is why neutral resources without police provide a safe space for any and everyone. We want the police to be completely removed from these resources to increase feelings of safety.

"Crime reduction" is a term often used when folks talk about safety. However, we can't accurately monitor crimes that we aren't seeing. Is crime reduced when there is added surveillance? Or are people better at hiding their crimes under surveillance?

Surveillance creates an imbalanced power dynamic because everyone can be seen as a suspect. Me, an innocent person, will get panicked and intimidated by people in uniform watching me with access to weapons of violence like guns and tasers. I think it's quite obvious that people can commit crimes after an officer drives by so if a survey says that police surveillance reduces crime, I can logically infer that it means people are more careful about where and when they're doing illegal things. It makes more sense to deter people from committing crimes by creating safe spaces for people who are still able to deviate from a life of incarceration, violence, addiction, etc. We must be able to provide spaces for people to unlearn unhealthy habits which can lead to crime.

Lastly, bloated salaries aren't keeping Ottawa citizens safe. I believe money is managed inappropriately within the OPS in order to line certain members' pockets.

Safety isn't a commodity. We can only set up parameters to ensure people get the help they need. People don't just decide to be "criminals", many offenders are put through a variety of different life events that all culminate in acting against the law. Often

“criminals” are survivors, victims of abuse, and victims of a system that fails their humanity. They may have trauma inflicted by police. This is why I want to see less police in my city and see more community intervention.

Thank you for your attention.

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Written Submission #8- Sabrina Gannon

November 22, 2021

To the Ottawa Police Services Board:

I'm writing in to express my desire as a community member that you vote no to this budget increase.

A year ago tens of members of your community spoke out against the budget for 2021, and in response the possibility of a freeze to following year's budget was introduced.

Now we're here a year later.

I know you were there last year, I know I don't need to tell you about that hours long meeting and the emotions that ran high.

I can't imagine how hard the work of being a board member is, however I do know that leadership means resetting expectations sometimes.

Other times it means keeping your word. Today's vote is an opportunity to rebuild trust and show that you're truly listening.

It will also provide a show of integrity on the board's part, since last year the idea of a budget freeze was put on the table to placate the delegates.

Voting no to an increase of 14 million dollars will also provide OPS with an opportunity to re-evaluate their role in the community without hampering their ability to do their job.

Less money means handing off responsibilities that we have all agreed they are not the most appropriate force to respond to (ie mental health emergencies) will be that much easier.

The frozen budget will incentivize the changes the community has been asking for this past year.

OPS has weathered a budget freeze in the past.

Additionally, as they were able to scale down their request for taser money to what they truly need to continue doing their job, I have no doubt that they will be able to reprioritize based on a budget without an increase.

Please vote no to the OPS budget increase.

Sabrina Gannon

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Written Submission #12- The Ottawa Police Association

November 22, 2021

Submission of the Ottawa Police Association

November 22, 2021

The following information is provided to the Members of the Ottawa Police Services Board and those seeking relevant information on the delivery of policing in the City of Ottawa. This submission will address three primary questions:

- i. Comments made by the Chair of the Ottawa Police Services Board in response to finding “efficiencies” – a euphemism for the reduction of service levels through attrition and/or layoff.
- ii. Identifying the chronic understaffing of the Ottawa Police Service, and in particular the significant deterioration of policing levels following the election of Jim Watson as Mayor in 2010, and the appointment of Charles Bordeleau as Chief of Police in 2012.
- iii. The Association’s comments regarding the public debate around policing and mental health incidents.

Unless otherwise noted in this submission, all data contained is sourced from annual reports or datasets produced by Statistics Canada.

Matt Skof

President

November 22, 2021

Finding Efficiencies

In the autumn of 2019, when Peter Sloly took the helm as Chief of Police in Ottawa, his first stated objectives were to increase the staffing levels of the Ottawa Police Service, bringing them more in-line with the comparator police services across Ontario. He also expressed concerns about the low levels of morale within the service; this only three years after the mayor told police personnel to “shut up or quit”.

Earlier this year Councillor Diane Deans, Chair of the Ottawa Police Services Board, received a budget proposal from Chief Peter Sloly recommending a 3.4% increase. Ottawa City Council would follow with general instructions to all City departments, including police, that budgets were expected to remain at or below an increase level of 3%. Chair Diane Deans then directed the police service to set out the impact of a budget that included no increase. In the end the Chief tabled a budget that required a 2.86% increase. The Chief of Police made it clear that a 0% budget increase would require downsizing by approximately 140 officers.

The Chair has stated that the budget would proceed through further review and that the 2.86% would not likely be where the budget adjustment ends up.

The Police Services Board has positioned itself to reject the Service’s reduced budget proposal, creating the likely scenario where staffing numbers, and therefore service to the public, will be reduced. What has been missing from the public discussion has been an awareness of the chronic understaffing of police in the Ottawa community.

Ottawa’s Chronic Understaffing in the Police Service

In the public sector the measurement of adequate levels of service is grounded in comparisons with similar services in comparable cities. In fact, so important is the measurement of comparator information in the public sector, voluminous information is produced annually that sets out benchmarks for everything from tax policies, development charges, water/sewer rates and economic development programs. This data is relied on by city managers, mayors, and councils, to determine their own levels of service – determining priorities based on what others do. The compensation rates for city managers, executive staff, chiefs of police and the negotiation of collective agreements for city workers are all a function of comparison. This has been one of the primary public policy tools in place in municipal management for decades.

Statistics Canada conducts an annual review of, among other things, the levels of sworn police officers relative to population. The “cop-to-pop” ratio informs the elected officials, and the community more broadly, of the adequacy of service levels. This is particularly so where, in policing, there is no regulatory or other standards for performance (unlike

say, the fire sector where there are response time benchmarks that assist in determining adequacy of service).

A comparison of cop-to-pop data, collected by Statistics Canada is quite revealing for the Ottawa community. Ottawa's staffing level is seriously low relative to other major police services in Ontario and Canada. Staffing levels took a precipitous fall following the election of Jim Watson as Mayor, and his limiting of budget growth. The mayor's budget limitations were facilitated by his appointment as Chief of Police, Charles Bordeleau.

The following table sets out Statistics Canada's most recent (2018) data on cop-to-pop ratios for major police services. Ottawa trails all others with only 121 sworn members per 100 thousand population.

Police Officers per 100 thousand Population (2018)				
Municipality	2018 Population	Sworn Officers	Sworn officers per 100 thousand population	Percentage Change from 2017
Toronto	2,956,024	4,790	162	-3
Montreal	2,929,374	4,295	212	-5
Peel	1,404,628	2,022	144	1
Calgary	1,311,833	2,123	162	6
York	1,150,672	1,543	134	3
Edmonton	1,004,947	1,885	188	0
Winnipeg	753,674	1,405	186	2
Durham	683,604	904	132	3
Vancouver	678,308	1,330	196	-1
Ottawa	1,007,501	1,223	121	-1

Table 1: Police Officers per 100 thousand population (2018); Statistics Canada.

At 121 officers per 100 thousand population, the current staffing levels in Ottawa are at the lowest point since amalgamation in 1995. Indeed, policing levels in rural Ottawa pale in comparison to levels of service provided prior to amalgamation.

The following figure sets out the historic levels of staffing in Ottawa, making clear that staffing levels approached normative levels between 2006 and 2010, relative to major police services across Ontario.

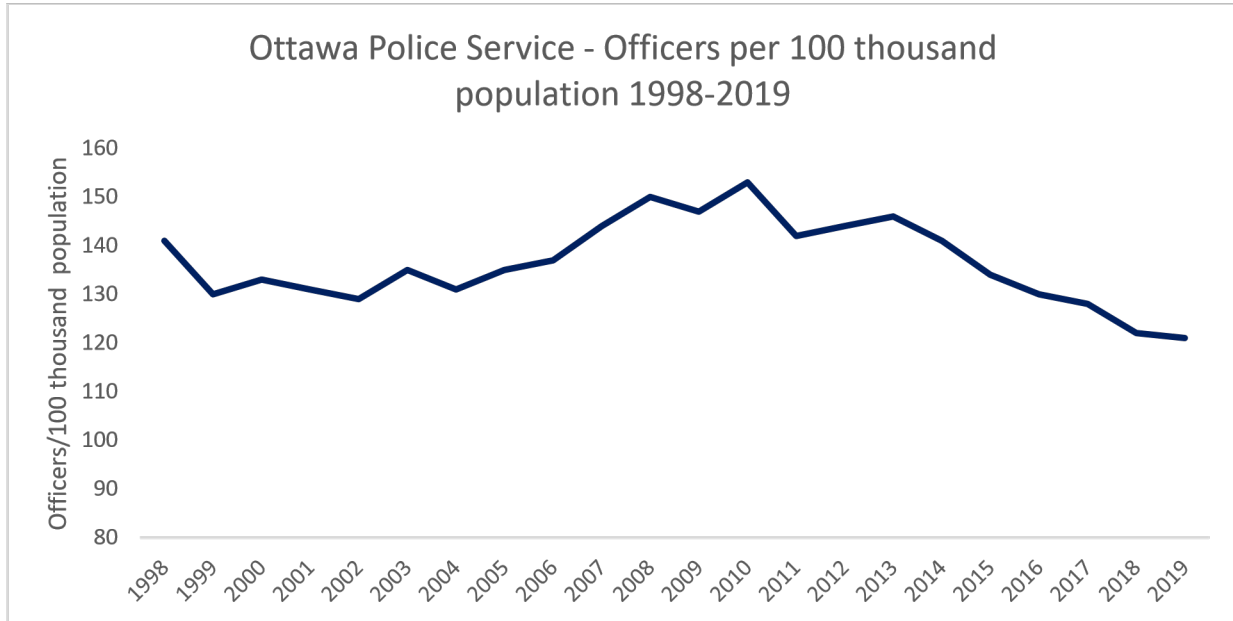


Figure 1: Historic Ottawa Police Service Levels – Officer per 100 thousand population, 1998 to 2019.

Subject to basic adequacy requirements (which don't address staffing levels) the level of service to the public is a decision of the Police Services Board. The Board, of course, is significantly influenced by the mayor and city council, who set broad levels of service expectations through the budget process.

Figure 1 shows how Ottawa's staffing levels grew to more normative levels between 2006 and 2010. Since then, Ottawa's police staffing levels have fallen to an unprecedented low of 121, where they remain today.

Recently the Ottawa Police Services Board responded to the OPA's assertion (based on Statistics Canada's data) that the staffing levels were at 121. The Board claimed that staffing levels were closer to 140, based on the number of members employed. The Board is incorrect in this assertion, unaware or unwilling to admit that the 121 figure is not based on *complement* but on *strength*.

The Ottawa Police Services Board recently claimed the cop-to-pop ratio is closer to 140 based on the current number of officers. This is incorrect –

the Statistics Canada data does not measure *complement*, but *strength*. The Board is either misinformed or politicizing the staffing level discussion.

The difference between complement and strength numbers is the numbers of employees on the payroll, vs. the number of employees who are able to (or available to) work. They exclude recruit members (who are in police college or under the direct supervision of a coach officer), or those on disability or other leave. For example, the Toronto Police Service employs approximately 5,300 sworn members overall, but the Statistics Canada data shows a strength level of 4,790. Durham employs 926 sworn officers but has 881 on strength (these numbers are current state, so vary from the 2018 data above). Likewise, Winnipeg employs 1,421 sworn members but has 1,355 on strength today. The following figure sets out the drop in policing staffing levels from 2010 to present.

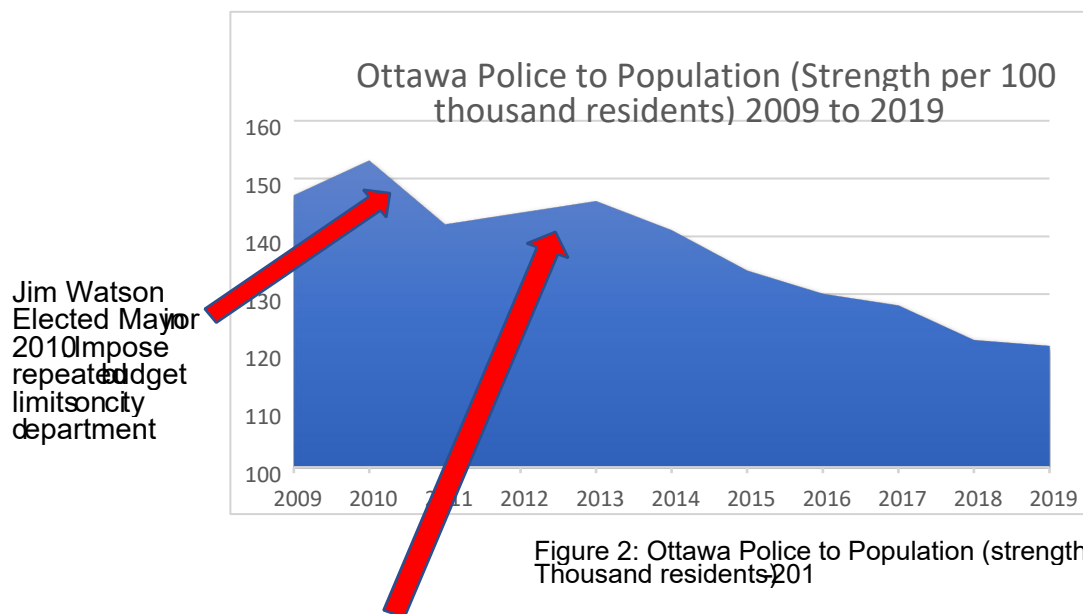


Figure 2: Ottawa Police to Population (strength per 100 Thousand residents) 2009 to 2019

Charles Bordeleau appointed Chief of Police, October 2019.

How do staffing levels in Ottawa compare with major police services across Ontario? The following figure sets out a comparison of Ottawa police staffing levels to six other major police services in Ontario – Toronto, Peel, Durham, York, Hamilton, and Niagara. While it is important to consider relative staffing levels, it is also helpful to understand the historic evolution of the police service in comparator municipalities. For example,

both Durham and York were largely rural communities in the early years set out in Figure 3.

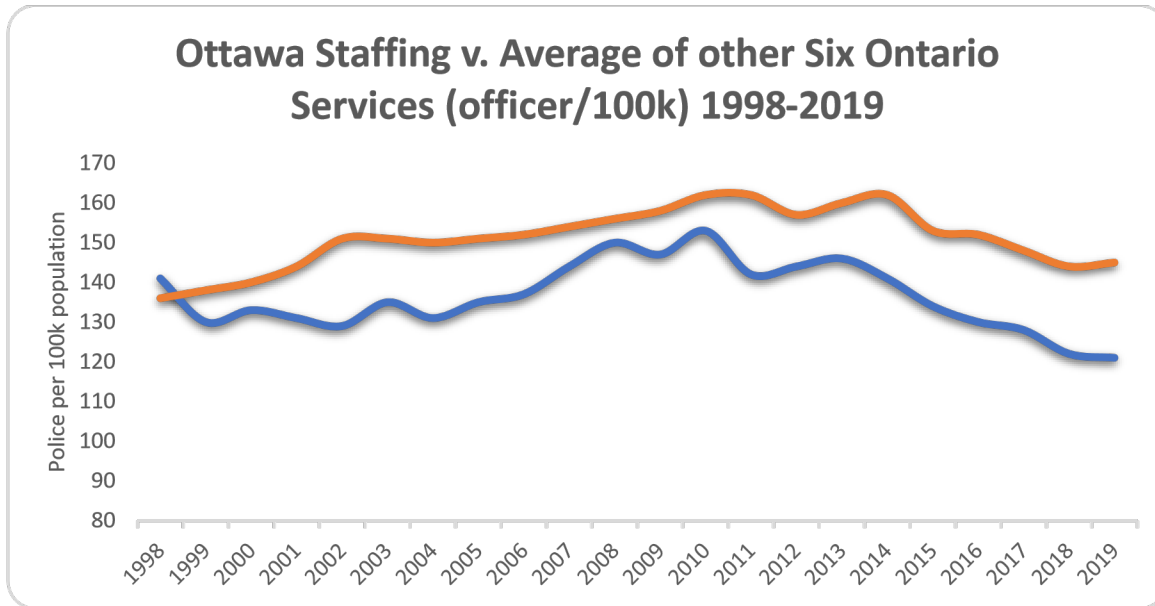


Figure 3: Blue – Ottawa Police Service; Orange – Average of 6 Major Police Services in Ontario (1998-2019)

Figure 3 shows how Ottawa has historically trailed the average of policing levels of major services in Ontario. The staffing gap between Ottawa and the average of Ontario services was closing between 2006 and 2010 but has fallen to unprecedented low levels today.

The following figure shows the gap that exists between Ottawa's staffing levels and the average of six large police services. To understand this figure, anything below the horizontal axis indicates the number of officers per one hundred thousand population that Ottawa trails the average services. For example, in the year 2014 Ottawa's cop-to-pop ratio was 141 while the average of six large police services in Ontario was 167 cops-per-pop. This figure shows the delta between Ottawa's ratio, and the average of six other police services.

It is interesting to note that in 1998, the only time when Ottawa had a higher cop-to-pop ratio than the average, it had 141 cops-per-pop while the average of the other six large services was 136.

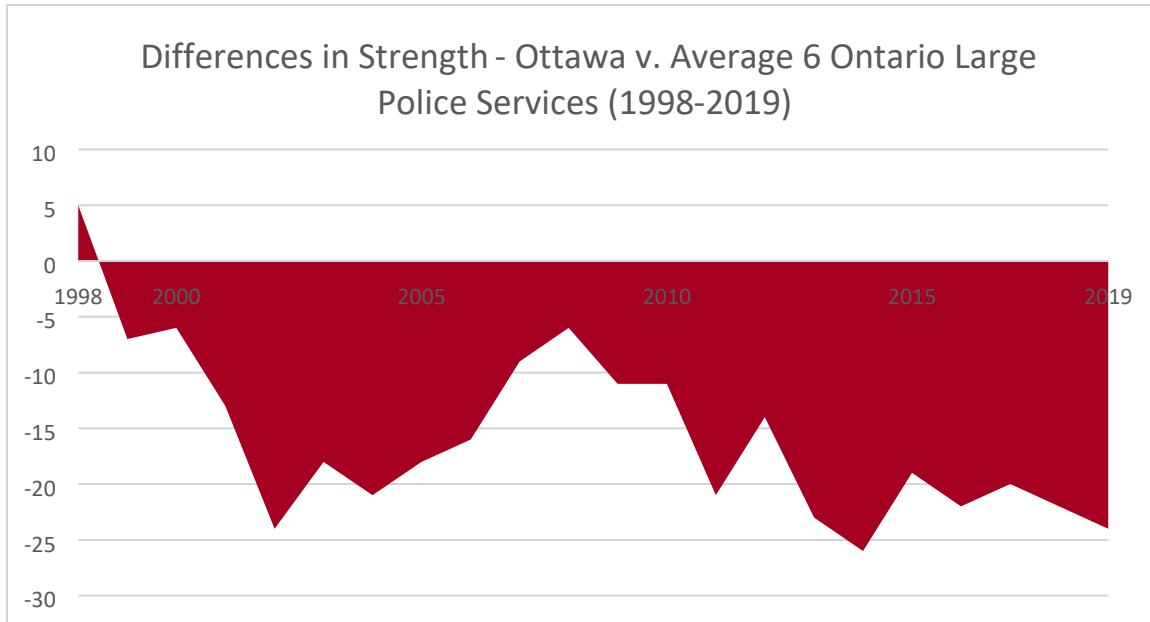


Figure 4: Differences in Strength – Ottawa v. Average 6 Ontario Large Police Services

Figure 4 shows that in some years Ottawa’s police staffing levels trailed large Ontario services average by as many as 26 sworn officers per hundred thousand. To put this in better context – with approximately one million population, today’s gap of 24 officers per population relative to the average, reveals that Ottawa Police Service is 240 sworn officers below the average staffing levels of major police services in Ontario.

Ottawa has 121 sworn per 100 thousand while the average in Ontario is 145 (the average when including other major Canadian police services is 163).

For the Ottawa Police Service to just match the average staffing levels of six major police services in Ontario, it must add 240 additional sworn members.

What Impacts Staffing Levels

Apart from the political decisions of elected officials, there are many influences on the determination of adequate staffing levels. For Ottawa Police there are two unique influencers, geography, and population growth.

The following figure, available on the City of Ottawa website, sets out the growth in Ottawa’s population over the last two decades.

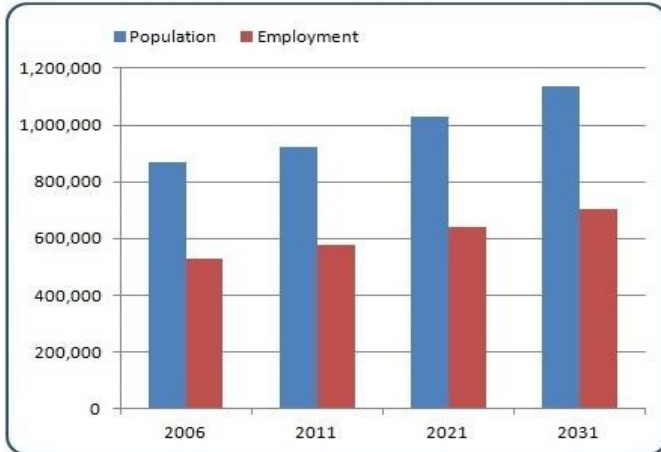


Figure 5: Ottawa Population Growth and Projection; City of Ottawa

Ottawa's population has grown steadily over the last two decades, but its number of sworn and civilian police employees has not kept pace. Stagnant growth lowers police service levels.

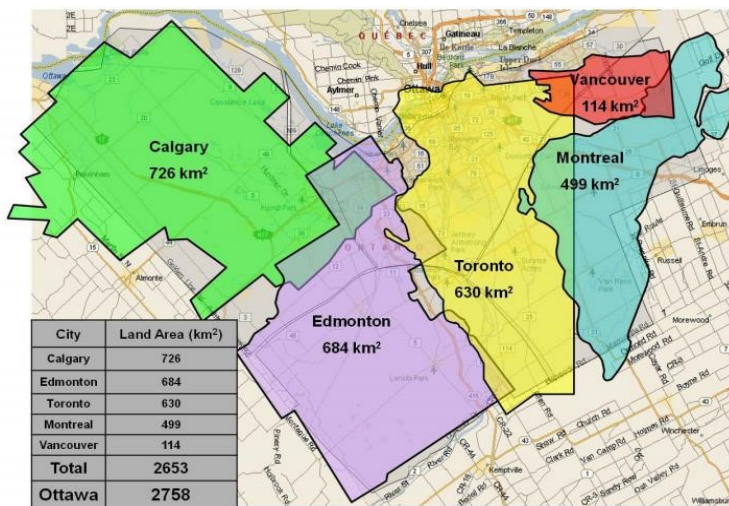


Figure 6: Land Area Comparison of Municipal Boundaries

Growth in the City has not been isolated but has created new communities all through Ottawa's vast geographic area. The figure above, a frequently used image by Ottawa's elected officials, also represents unprecedented pressures on the delivery of policing. Ottawa's historically low levels of police must patrol areas that are vastly larger than other major police services in Canada. Responsible leadership must resolve significant gaps in the delivery of police services – no part of the Ottawa community should be content with diluted service levels.

The following table presents staffing shortages by considering the ratio of police to geography.

Municipality	Population (2017)	Land Area (sq. kms)	Police Officers Per Km
Montreal	2,029,374	432	10.5
Edmonton	1,004,947	684	2.7
Winnipeg	753,674	464	3
Vancouver	687,308	115	11.7
Toronto	2,956,024	630	7.8
Calgary	1,311,833	825	2.4
Peel	1,404,628	1247	1.6
Ottawa	1,007,501	2790	0.4

Table 2: Land Area Comparison and Police Per Km (2017)

The data in Table 2 above shows that when police resources are considered as a function of land area Ottawa Police has 0.4 officers per square kilometer.

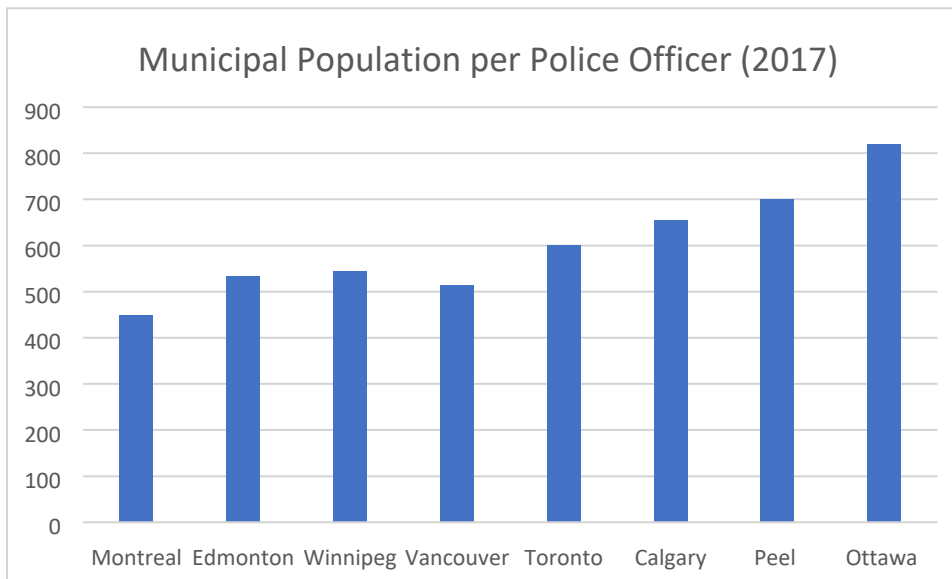


Figure 7: Municipal Population per Police Officer – Pop-to-Cop (2017)

To this point we have considered the ratio between police officer to population – cop-to-pop. If we reverse this lens and consider population to police officer – pop-to-cop, Ottawa’s police resource deficiencies are further reinforced. Figure 7 shows that if municipal population were a function of single police officer, Ottawa has 819 residents for every police officer. Peel has 701, Toronto has 600 and so on.

Crime in the City of Ottawa

Some might suggest that such an analysis is unrealistic given the concentration of residential communities in or towards the core. This would be an incomplete analysis given crime patterns in the City, as set out below. While Ottawa has a considerable green space, unprecedented growth in the city over the last ten years has created communities broadly spread out across the municipal boundary. Their communities require policing, and typically when municipalities grow, their essential services grow in proportion. This hasn’t been the case for the police in the City of Ottawa since at least 2010.

Using data available from 2006, the following statistical analysis was conducted in 2018. It shows the estimates of residential break and enters in the Ottawa-Nepean area. In this image the colour blue represents low estimates of break and enters, which is hardly surprising given the geography of the green belt, and large areas which remain agricultural or forest. The colour orange represents heightened areas of estimates for residential break and enter.

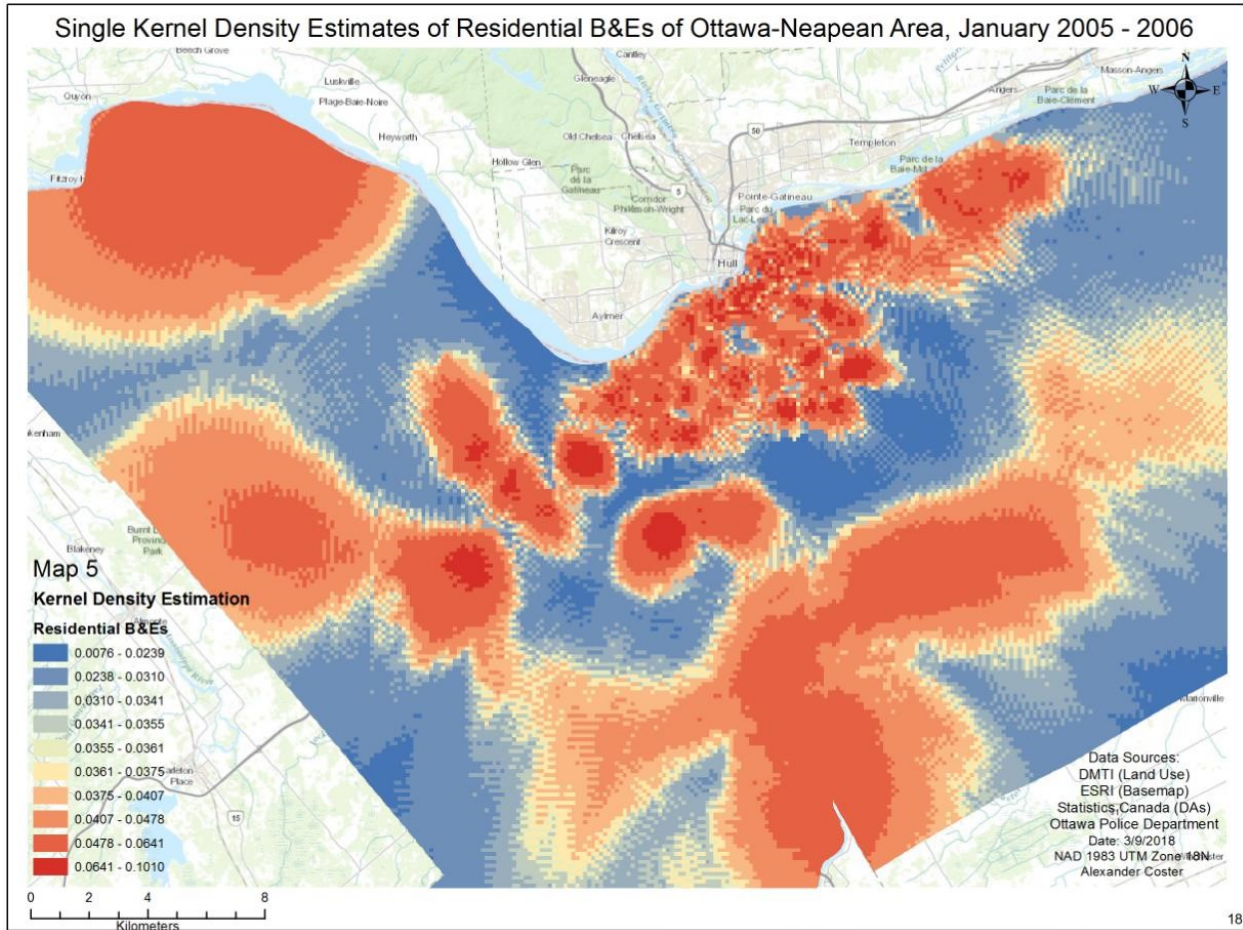


Figure 8: Single Kernel Density Estimates of Residential Break and Enters – Ottawa-Nepean 2005-2006.

When considering this figure, it is important to note several key facts.

1. Ottawa's population increase of 8% between 2016 and 2020 is one of the highest in large municipalities in Canada. Only Whitehorse (9%), Charlottetown (11%), Kitchener (9%) and Saskatoon (9%) grew at a faster pace over this period.
2. According to Statistics Canada's data, in 2016 the cop-to-pop ratio for the Ottawa police was 130. In 2019 the cop-to-pop ratio is 121. Ottawa's population has grown faster than nearly every other municipality in Canada, and its number of sworn police officers has decreased.

Policing and Mental Health Incidents

Much of the current debate on the 2022 police budget is based on mental health incidents and the desire to have alternative methods of response. The Ottawa Police

Association is supportive of strategies that assist persons who require assistance for mental health conditions. The OPA supports all preventative measures, and strongly urges provincial and municipal governments to invest in needed support for mental health patients.

There is no politician, provincial or municipal (and most particularly career politicians) who is not aware of the lack of budget support for mental health care – no Mayor or Councillor can be surprised that mental health support in our community has deteriorated.

No mayor or councillor, or career politician, can pretend to be surprised that mental health budget support has deteriorated, and that mental health issues are what they are today as a result.

In any discussion on policing today, it is necessary to understand the role of police more fully in any emergency incident. In relation to mental health incidents, police respond to calls for assistance from the public – persons who are interacting with people in crisis in a particular moment. Police respond and, in virtually every incident, de-escalation resolves the situation. The incident is brought under control and the person experiencing the mental health incident is brought, most often, to the hospital where they then receive care.

Police have training in resolving these issues and are quite exceptional in their performance around de-escalation. As professionals our members are always receptive to more training.

Contrary to the often-heated debate, issues relating to mental health are resolved peacefully. It must be understood, however, that the information received by the Police Service when in receipt of emergency calls is that someone is in crisis and a danger to themselves or others.

Police are often responding to calls for service where there is no knowledge of mental health status of the individual involved. The overwhelming number of incidents are de-escalated and resolved without incident.

Invest in Prevention

The Centre for Addiction and Mental Health (CAMH) is the largest mental health teaching hospital in Canada and a world leader in research. In an October 2020 report, CAMH observed:

A historical lack of investment in prevention strategies means that interactions between police and people with mental illness are a common occurrence. In fact, police are often

described as informal first responders of the mental health system due to the frequency with which they interact with people with mental health illness in the community. Across Canada, 5% of police encounters involve people with mental illness.¹

CAMH notes that in Ontario mental health illness accounts for 10% of disease in the province but receives only 7% of health care dollars. It concludes that mental health is underfunded by \$1.5 billion in Ontario alone. In advocating for change CAMH urges the proportion of health care spending devoted to mental health be 9%.²

With approximately 5% of calls for service for mental health incidents, according to CAMH research, redirecting funding from police to any form of mental health support will be ineffective.

Since s.17 of the *Mental Health Act* empowers only police to intervene and take custody of a person in crisis for the purpose of examination by a physician, the desire to refer mental health calls to someone other than police is concerning. Since nearly all these calls are received during what is considered, by the caller, as a person in crisis, a police presence is necessary.

Funding for mental health in Ontario has deteriorated since the late 1990's and the closing of numerous mental health facilities. The OPA urges civic and provincial leaders to take prevention seriously and fund mental health support – reducing the frequency of interaction between police and those experiencing a mental health crisis. This is particularly so in a chronically understaffed police service, where calls for service stack in the queue.

Defunding or diverting police budgets is a political response to assuage a small number of activists who seek change that the PSB know is not supported by the broader public. We need to strive for adequate police staffing levels in the City of Ottawa and discontinue the current Mayor's trend of reducing these levels – a trend that would leave the citizens of Ottawa in an increasingly vulnerable state.

¹ Centre for Addiction and Mental Health, (2020). *Mental Health and Criminal Justice Police Framework*. University of Toronto. P. 5.

²² Centre for Addiction and Mental Health, website accessed on November 20, 2021 - [Mental Illness and Addiction: Facts and Statistics | CAMH](#)

Written Submission #13- Stephanie Mar

November 22, 2021

In solidarity with the Coalition Against More Surveillance (CAMS) Ottawa, I would like to formally reiterate their calls to stop allocating more money to surveil, harm, and brutalize our communities. Policing was never meant to and will never be able to address the cyclical and racialized nature of criminalized behaviours and the myriad of conditions that leave people disproportionately vulnerable to human caging which does absolutely nothing to rectify any harm that has been done, meaningful rehabilitation, or meeting people's immediate needs. Please acknowledge the very real experiences and pleas from HUNDREDS of public delegates in the past year to allocate more money to services and people who actually have the capacity to reduce harm as opposed to responding to it with more violence, more death, and more trauma.

"The Ottawa police force has done absolutely nothing to demonstrate that they are deserving of yet another massive budget increase. Although we have heard repeatedly from OPS and the Ottawa Police Services Board that 'change is happening' within the force and that 'real change takes time' - residents across Ottawa have waited long enough.

We have been waiting since 1991 when Vincent Gardner, a Jamaican immigrant, was shot and killed by Constable John Monette. We have been waiting since 1995 when Wayne Johnson, a Black man, died after being pepper-sprayed and chased by police to the Rideau River, where he fell in and drowned. In the same year, Terry Norris, an Indigenous man, was also pepper-sprayed by police and died shortly after. We have been waiting since 2008 when Stacey Bonds, a Black woman, was violently assaulted by three male officers and left half-naked in a cell for hours. We have been waiting since 2016 when Abdirahman Abdi was pepper-sprayed, beaten with a baton, and punched by Constable Daniel Montsion, who wore assault gloves. We waited, and Anthony Aust died. We waited, and Ottawa police officers terrorized an entire family after forcing their way into the wrong home.

We are tired of waiting.

CAMS would like to remind members of the FAC and the OPSB that the City of Ottawa spends almost 20 percent of taxpayer dollars on the police, a "service" that has proven

over and over again to be violent, racist, sexist, and corrupt. As a result of this spending, other necessary community health and social services remain deeply underfunded, and people across the city are suffering as a result.

Furthermore, this irresponsible spending does not reflect the six priorities outlined in Ottawa's Community Safety and Well-Being Plan:

1. Discrimination, marginalization and racism.
2. Financial security and poverty reduction.
3. Gender-based violence and violence against women.
4. Housing.
5. Mental well-being.
6. Integrated and simpler systems.

This irresponsible and misguided spending pattern has a particularly negative impact on Indigenous, Black, and racialized communities in Ottawa as these communities remain the target of police surveillance and violence. We also want you to consider the impact of these budget directions on our neighbours who live in poverty and/or who experience homelessness - investing more money in policing does nothing to prevent either. Policing as a response to poverty and homelessness only perpetuates the cycle of criminalization and incarceration and completely fails to address the root causes of harm.

Support the hundreds of Ottawa residents who have spoken out at OPSB meetings to echo the calls to defund the police. Councillors, support communities in your wards who are desperate for enhanced community health and social services and act according to your votes at City Council through which you declared both a climate emergency and a housing/homelessness emergency in Ottawa.

The City of Ottawa does not benefit from a bloated police budget, and residents across this city are counting on all of you to do the necessary work to ensure the police do not get one more dime. We deserve a city that prioritizes care over punishment, and we deserve leaders who understand that policing is never the answer to questions about safety and well-being." - CAMS

Thank you,

Stephanie

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Written Submission #14- Jalil Marhnouj

November 22, 2021

Good evening Councillor Deans,

My name is Jalil Marhnouj and I am President of Assunnah Muslims Association and Co-Chair of the United Muslims Organizations of Ottawa-Gatineau which is a consortium of the 14 major mosques and affiliate organizations,

I would like to speak to the importance of our work, the needs and concerns of our community, and their relationship with policing services in Ottawa.

I am joining you today from Toronto, attending the NCCM Ontario advocacy day. I can tell you that the atmosphere is charged. As resilient as I am, I am deeply affected, on a personal and community level, following the heinous attacks on the Muslim community in Toronto and in London that resulted in death. I no longer feel safe for myself and especially for my wife and daughters in my city: Ottawa. Unfortunately, Islamophobia and Anti-Islam is security issue for the Muslims communities and individuals living across the country.

We understand very well that numerous people are hurting financially following the pandemic. This makes discussions around police budgets difficult, as funds need to be allocated where they'll make the most difference.

As a community we would like to highlight the following priorities:

- Increasing dialogue and collaboration to build trust between the OPS and the Muslim and BIPOC community;
- Exploring in-person open dialogue and discussions with youth and elders to build trust and enhance relationships.
- Increased safety and security concerns at Mosques during important Islamic celebratory events and Friday prayers.
- Opportunities for data sharing with community leaders to assist in leveraging community safety awareness and crime prevention while protecting privacy.
- We would like the OPS to address disproportionality reported by traffic stop project which indicate that middle eastern and black young men are about 3 times more likely to be stopped compared to counterparts from the white community. (Report on OPS website.)

There is also more work to be done. To list a few:

- Initiating trust-building opportunities such as in-person youth engagement programs, healing circles, learning forums to increase community, youth and police dialogue.
- Leverage our Demand For Service (DFS) mechanism for patrol presence when possible at Mosques for Friday prayers and celebratory events such as Eid.
- Review current CPTED audits provided by our Crime Prevention Section for Mosques in the Ottawa - Gatineau area and establish a connection.

Jalil Marhnouj

President

AMA Centre

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