



LAWSON

Ottawa deserves better.

ALEX LAWSON FOR MAYOR

Grow the police with the city.

The Lawson plan for policing: more patrol cars on the road, guaranteed coverage for every part of the city, and the capital's bill sent to the governments that should pay it.

POLICY PAPER

OCTOBER 2026

01 / OVERVIEW

A 1995 minimum for a 2026 city.

In 1995, when the regional police service was formed, Ottawa set a minimum of 42 patrol cars on the road at all times. The region had about 721,000 people. Today Ottawa has about 1.1 million people across 2,790 square kilometres. The minimum is still 42. It is written into Article 12 of the police collective agreement, and it has never been formally reassessed.

This plan raises that floor, guarantees patrol coverage for every part of the city, and goes after the small, repeat crime that wears a neighbourhood down. It asks the federal and provincial governments to pay their share of policing the capital, and it brings the next level of police training home to Ottawa.

PATROL CAR MINIMUM

42

Unchanged since 1995, never formally reassessed

Auditor General of Ottawa, 2025.

PRIORITY 3 CALLS

1 in 3

Miss the 30-minute arrival target

Ottawa Police Service Board, January 2026.

CALLS FOR SERVICE

+90%

Growth from 2020 to 2023

Auditor General of Ottawa, 2025.

OFFICERS PER 100,000, 2019

121 vs 162

Ottawa against Calgary and Toronto, 2019

Statistics Canada, 2019.

02 / THE PROBLEM

Ottawa grew 50%. The minimum didn't move.

The City's Auditor General found in 2025 that police aim for 48 cars on the road, but "the contractual minimum of 42 is often all that is achievable, particularly during night shifts and shift changeovers." Frontline overtime rose 242% from 2020 to 2024, and sick leave costs rose 57%. The Auditor General said that reliance on overtime "contributes to officer fatigue and burnout."

At the end of 2025, Ottawa had 1,611 sworn officers on the books, but 87 positions were empty because of long-term absences. That left 1,524 officers on active duty. In 2019, Ottawa had 121 officers for every 100,000 residents. Calgary and Toronto had 162. Edmonton had 188.

Size makes it harder. Ottawa covers more ground than Toronto, Calgary, Edmonton and Winnipeg combined. In 2019, Ottawa had 0.44 officers per square kilometre. Calgary had 2.6. Toronto had 7.6.

Ottawa's officers are doing more with less. They need more people beside them.

**"The reality is simple: Ottawa has changed. The 42 minimum hasn't."
Matthew Cox, President, Ottawa Police Association**

03 / RESPONSE TIMES

If it isn't an emergency, you wait.

Police arrive within 15 minutes for 94% of life-threatening emergencies. Every other kind of call falls short of its target.

Priority 1, emergency. Target: 15 minutes, 95% of the time. Actual, 2025 mid-year: 94%.

Priority 2, urgent. Target: 15 minutes, 90% of the time. Actual, 2025 mid-year: 75%.

Priority 3. Target: 30 minutes, 90% of the time. Actual, 2025 mid-year: 66%.

Priority 4. Target: 120 minutes, 90% of the time. Actual, 2025 mid-year: 77%.

The police service's own report explains why: "Daily prioritization of P1 and P2 calls results in delays for P3 and P4 response." That is the right call for officers to make. But when 42 cars cover the whole city, the break-in where the thief has already left goes to the back of the line.

In Westboro, a family woke up to find more than \$20,000 stolen from their home while they slept. They say police didn't respond for hours. In Vanier, a repair shop owner was broken into three times in just over a week. He waited more than 24 hours for an officer. "I just don't understand why it is taking five or six hours for a city like Ottawa," he said.

This is not a failure of the officers or the people who lead them. It is what happens when a city of 1.1 million is policed with a 1995 minimum.

04 / COVERAGE

Downtown gets served first. The suburbs and villages wait.

Ottawa's patrol cars are run as one centralized operation and dispatched by the priority of the call. When a serious call comes in, cars go where they are needed, even from one end of the city to the other. That is the right call in the moment. The problem is what it leaves behind. There is no published minimum number of cars for any part of Ottawa, so no suburb or village is guaranteed a car when downtown gets busy.

The police service has been candid about it. Its January 2026 report to the Police Services Board says "Central Division responds more quickly due to its smaller footprint," and that residents expect "increased police visibility, particularly in suburban and rural communities." In rural and central wards, only 27% to 40% of residents report high trust in police. In Kanata North, it's 66%.

The Chief's new district model is the right direction: four full-service districts, West, Central, South and East, each with its own superintendent, and smaller zones inside each district so officers own a neighbourhood and answer for it. It needs the officers to make it work.

05 / SMALL CRIME

Small crime is still crime.

Property crime was up 28% in the first five months of 2026 compared with the same period last year. Shoplifting reports rose 37% in the last three months of 2025. The number of reported crimes rose 63% from 2015 to 2024.

Shoplifting files are not consistently assigned for follow-up because of staffing limits, the police service told its board in January. More than 1,000 bikes are stolen in Ottawa every year. Across North America, only about one stolen bike in seven is ever recovered. In July, an Ottawa woman tracked her stolen e-bike to a St. Laurent Boulevard highrise. Officers knocked on doors, but the bike was never recovered.

Ottawa's weighted clearance rate, the share of crimes police solve weighted for seriousness, was 32.7% in 2025. The service's own benchmark is 40%. The police service told its board that staffing shortages in investigations mean files have to be triaged.

Part of the answer is detectives. The Chief told city council in December that the fraud unit had a team of ten dealing with more than 6,500 reports in a year, and that for the cases that make the cut, it can take four or five months just to start an investigation. You can't hire a detective off the street. Detectives are experienced officers, usually several years on patrol, who are then trained in criminal investigation, interviewing and search warrants. Every detective Ottawa will need in 2030 is a patrol officer being hired now. Growing the front line is how the city grows its investigators.

The numbers don't capture how people feel. Satisfaction with police fell from 65% to 57% in one year, and only 62% of residents agree that police respond quickly. As Chief Eric Stubbs put it: "People aren't feeling as safe as they used to with some of the social disorder and the open drug use."

06 / WHAT WORKS

Catch the few, stop the many.

A small number of offenders commit a large share of property crime. When police follow up on the small stuff, they find them.



CASE 01

Ottawa, May 2026. One man, nearly 120 charges.

Break-ins, thefts and credit card fraud. Charging him closed 40 investigations. His victims' losses, including damage, topped \$100,000.

CASE 02

Ottawa, 2024. 40 stolen bikes recovered.

A South District neighbourhood team recovered 40 stolen bikes linked to break-ins across the city.

CASE 03

Toronto 23 Division. 546 arrests in two years.

A focus on shoplifting led to 546 arrests, 259 of them repeat or prolific offenders, and more than 4,000 charges tied to more than \$1.6 million in stolen goods.

CASE 04

Vancouver, 2023. A 16-day shoplifting crackdown.

258 arrests and 26 weapons seized. Violent shoplifting fell 22% citywide while the operation ran.

CASE 05

Vancouver. A police-backed bike registry.

Police say the registry contributed to a 30% drop in bike theft.

CASE 06

Edmonton. Police working with a bike registry.

Registered owners in Edmonton got back a third of their stolen bikes, the highest recovery rate in a North American study.

CASE 07

Lowell, Massachusetts. 17 hot spots.

Vacant lots cleaned, lighting fixed, abandoned buildings razed, and focused enforcement. Calls for service fell almost 20%, and fixing physical disorder did the most good.

CASE 08

England. Targeting the most prolific offenders.

Convictions among the first offenders in the program fell 62% over 17 months.

CASE 09

British Columbia. Prolific offender management.

Repeat offending fell by as much as 40% in the first year.

Disorder spreads. In a well-known experiment in Groningen, researchers left an envelope with a five-euro note showing, sticking out of a mailbox. When the mailbox was clean, 13% of passers-by stole it. When it was covered in graffiti, 27% did.

What it costs, and who should pay.

Raising the floor from 42 to 64 cars takes about 110 officers, because each car on the road around the clock needs about five officers to cover every shift. At the Ottawa Police Service's own cost of about \$180,000 per new position, that is roughly \$20 million a year, or about \$42 for every household in the city. Ottawa should not carry that alone.

Parliament's protests, Parliament's bill. Ottawa police managed 370 events and 415 demonstrations in 2025. The federal government pays for part of that. It gives Ottawa \$10 million a year for the new Parliamentary District team of officers around the Hill, and \$3 million a year through its program for the capital's extraordinary policing costs. That program is capped at \$3 million, and the service says its extraordinary costs used to run about \$10 million a year and now run about \$20 million. When Ottawa asked for help with the cost of policing the demonstrations over the war in the Middle East, the federal government said no, because other cities had those protests too. By the end of 2025 that left \$6.5 million unpaid, and Ottawa's property taxpayers covered it. No other city is the capital. No other city has about 130 embassies and high commissions, and when a protest forms outside one of them, it is Ottawa police who take the lead. Alex will go after the \$6.5 million, and for a funding deal that covers the full cost of policing demonstrations in the capital, including at embassies, every year. That \$6.5 million alone would cover a third of the first year's cost of the new cars.

Ontario has set the precedent. Now go further. Ontario already pays for targeted police work in Ottawa. Under the 2024 New Deal for Ottawa, the province is putting about \$6 million a year into the Ottawa Police Service for three years: the mounted unit, the ByWard Market strategy and its neighbourhood operations centre, special constables, and mental health response teams. That is the right instinct. But the money runs out in 2027, and none of it pays for a patrol car on the road. Ontario used to do exactly that. From 1998 to 2019, provincial programs paid a share of the salaries of front-line officers in cities across Ontario, until they were folded into a flat grant. Alberta paid for 50 new officers in Calgary and 50 more in Edmonton in 2023 to patrol high-crime areas. Saskatchewan funds police positions in Regina and Saskatoon every year: 49 in Regina and 54 in Saskatoon this year. Ontario gives Ottawa police \$5.8 million a year through its Community Safety and Policing Grant and covers recruits' police college tuition. Alex will ask Ontario to renew its Ottawa funding past 2027 and to put provincial dollars into front-line officers, the way it did for two decades and the way other provinces do today.

Growth pays its share. Taxes on newly built homes brought \$5.7 million into the 2026 police budget. More homes and more employers grow the tax base that pays for more officers.

Bring the next level of police training home.

Every new police officer in Ontario must complete the 12-week Basic Constable Training program at the Ontario Police College in Aylmer, nearly 600 kilometres from Ottawa. That is provincial law, and this plan does not pretend to change it. The province is spending more than \$1 billion to renovate and expand

Aylmer and to build a new OPP academy in Orillia. Ottawa's police service told its board that how many officers it can hire depends heavily on how many seats it gets at the college. In 2025 it filled every seat it was offered, and when the province needed more seats that fall, it trained 121 extra recruits at a temporary campus in a Cornwall hotel and conference centre. The province has not said whether it will do that again.

Aylmer is where a police career starts. It is not where it is built. An officer who moves into investigations must complete the criminal investigators course, investigative interviewing and the search warrant course within a year. An officer assigned to intimate partner violence or sexual assault cases needs the specialized course for that work. Every officer requalifies in use of force every year, and from this year in mental health crisis response. Ottawa's police delivered nearly 11,000 hours of that training in 2025 and expect 25% more from 2026.

They are delivering it out of borrowed rooms. Algonquin College ended the 25-year agreement that housed most police training, and officers had to leave everything but the firearms range by March 2026. The range lease runs to March 2033. Training now runs out of eight sites across the city: east-end classrooms, rented space at La Cité, the Algonquin range, and sites in the west end, Kanata and Stittsville. The service says its training branch is operating "at, and frequently beyond" capacity. Police have proposed a new training centre beside their south facility on Prince of Wales Drive, first priced at \$233 million and trimmed to \$199 million this month, with a decision expected early in 2027. Toronto, Peel, York, Durham, Halton, Hamilton and Niagara all own training centres with a range. Ottawa is the outlier. When Ottawa police asked about help with the building, the province and the federal government both said a training centre is a municipal job.

Alex will make the case anyway, because the building is only half the ask. Eastern Ontario's police services send their officers to Aylmer for the investigator, interviewing and warrant courses that Ottawa could host. Build the Ottawa centre as the place where that next-level training is delivered for eastern Ontario, accredited by the province, with the province paying for the seats and a share of the building. Recruits still start in Aylmer. Everything after that, Ottawa's officers can learn in Ottawa, and so can officers from Cornwall to Kingston. And a bilingual city gets a campus that can teach in both official languages.

Recruits start in Aylmer. Careers are built in Ottawa.

09 / THE PLAN

Eight moves.

MOVE 01

Raise the floor to 64 patrol cars.

That restores the coverage Ottawa had per resident in 1995. After that, the minimum rises automatically with population so it never falls 30 years behind again.

MOVE 02

Guaranteed coverage for every zone of the city.

The police service is dividing each of its four districts into smaller zones. Every zone gets a published minimum of patrol coverage, including set rural coverage, so no suburb or village is left without a car when downtown gets busy.



MOVE 03

Bring Ottawa to big-city staffing.

Alex will add about 290 more frontline officers over the term, to match the staffing per resident Calgary and Toronto already have. Those officers are also the detectives of the next decade.

MOVE 04

No crime too small.

A dedicated repeat-offender and retail theft unit will be set up. Every shoplifting and theft file will be assigned for follow-up. Police will use bait bikes, push a citywide bike registry, and put problem-solving teams at known hot spots downtown, in the ByWard Market and in suburban plazas.

MOVE 05

Fix disorder in 48 hours.

City crews will clear graffiti, needles, broken lighting and illegal dumping at hot spots within 48 hours of a report.

MOVE 06

Send the capital's bill to the governments that should pay it.

Alex will go after the \$6.5 million the federal government refused to pay for policing demonstrations in the capital, and push for a funding deal that covers the full cost of policing protests, national events and embassies, every year. He will press Ontario to renew its Ottawa public safety funding past 2027 and to fund front-line officers, the way it did for two decades and the way Alberta and Saskatchewan do today.

MOVE 07

Make Ottawa eastern Ontario's home for advanced police training.

Recruits will keep going to Aylmer; that is provincial law. Alex will press the province to co-fund Ottawa's new training centre and accredit it to deliver the investigator, interviewing, search warrant and specialized courses officers need after their first years on the road, for Ottawa and for every police service in eastern Ontario, instead of sending them across the province.

MOVE 08

Back the Chief's deployment review with the resources to deliver it.

The Chief committed to a new, evidence-based minimum deployment standard, as the Auditor General recommended. Alex will fund what it finds, make the standard public, and review it every five years so Ottawa never again goes three decades without an update.

10 / CREDIT WHERE IT'S DUE

Real steps, and what they don't fix.

Chief Stubbs and the Ottawa Police Service have moved on the right things. The district model, launching in January 2027, brings policing closer to neighbourhoods and adds 63 positions. Police hired 133 officers in 2024 and 150 in 2025, a net gain of 165 sworn officers after retirements and departures. Attendance improved in 2025 for the first time since 2020. Shootings fell from 52 in 2024 to 38 in 2025. Project Champion charged 17 people tied to violent criminal networks. New federal bail laws make it harder for people charged with home break-ins and violent or organized auto theft to get out. This year,

home break-ins are down 26% and car thefts are down 27%. That is good news. It doesn't help the family who waits hours for an officer after a break-in.

These are real steps. None of them raise the 42-car floor, and none guarantee a car to the suburbs or rural Ottawa. That is the job of the next mayor and council.

Mark Sutcliffe has promised 200 more officers, for priorities like the guns and gangs unit, intimate partner crimes and hate crime investigations. Those are worthy priorities, but his plan doesn't raise the 42-car floor. This plan is the only one that does.

11 / THREE COMMITMENTS

Three commitments.

Added, not shuffled. New cars go on top of today's coverage. No suburb or village loses a car to fill a gap downtown.

Aimed at repeat offenders and hot spots. Enforcement follows the evidence: the small number of people who commit most property crime, and the places where disorder builds. Success is measured in solved files and safer streets.

Paid for without raising the police share of your tax bill. Ottawa already pays for its police through the police levy on every property tax bill. This plan does not add to it. The new cars are paid for three ways: the federal and provincial governments paying their share of policing the capital, the savings identified in the Back to Basics Budget, and a growing tax base. If the federal and provincial governments are slow to pay, the savings cover the gap. The levy does not.

12 / SOURCES & VERIFICATION

Every figure here is sourced.

42-CAR MINIMUM, 48-CAR TARGET, OVERTIME, SICK LEAVE, CALLS FOR SERVICE

"OPS is contractually obligated to maintain a minimum of 42 frontline patrol cars on duty at any given time 24 hours a day, as stipulated in Article 12 of the Collective Agreement." The threshold, "established during Ottawa's amalgamation in 1995, has not gone through a formal assessment since then." Police target about 48 cars; duty inspectors said 42 "is often all that is achievable, particularly during night shifts and shift changeovers." Calls for service up 90%, 2020 to 2023. Frontline overtime up 242% (\$683,000 to \$2.34 million) and sick leave up 57% (\$1.97 million to \$3.09 million), 2020 to 2024. Management committed to an evidence-based deployment assessment. Auditor General of Ottawa, Audit of OPS Staffing, 2025, pages 18 and 19.

<https://www.oagottawa.ca/media/iolbxzd0/audit-of-ops-staffing-final-report-en-1.pdf>

POPULATION AND AREA

The 1995 police amalgamation formed the Ottawa-Carleton Regional Police Service; the region had 721,136 people in the 1996 census. The City of Ottawa estimates 1,094,340 residents and 471,570 households (mid-2024). Land area 2,788 square kilometres (2021 census). Growth of about 52% since

1996. Toronto, Calgary, Edmonton and Winnipeg together cover about 2,680 square kilometres (2021 census).

<https://ottawa.ca/en/city-hall/get-know-your-city/statistics-and-economic-profile/statistics/current-population-and-household-estimates>

OFFICERS PER 100,000 AND PER SQUARE KILOMETRE, 2019

Ottawa 121 (1,223 officers), Calgary 162, Toronto 162, Edmonton 188 officers per 100,000 residents. Officers per square kilometre are the campaign's calculation from these officer counts and 2021 census land area. Statistics Canada, Police resources in Canada, 2019, Table 5.

<https://www150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00015/tbl/tbl05-eng.htm>

RESPONSE TIMES, SATISFACTION, INVESTIGATIVE STAFFING

Targets for 2027 and 2025 mid-year results: Priority 1, 15 minutes 95% of the time, actual 94%; Priority 2, 15 minutes 90%, actual 75%; Priority 3, 30 minutes 90%, actual 66%; Priority 4, 120 minutes 90%, actual 77%. "Central Division responds more quickly due to its smaller footprint." "Daily prioritization of P1 and P2 calls results in delays for P3 and P4 response." Satisfaction 57% in 2025, down from 65% in 2024; 62% agree police respond quickly; consultation feedback "highlights ongoing expectations for increased police visibility, particularly in suburban and rural communities." High trust: Kanata North 66%, rural and central urban wards 27% to 40%. "Shoplifting files are not consistently assigned for follow-up due to staffing limitations." Weighted clearance rate 2024 "below the benchmark of 40%"; "Lower clearance is influenced by staffing shortages within investigative services, which require files to be triaged by severity and immediacy." Attendance in 2025 is "the first year-over-year increase in attendance since the decline began." "Sworn hiring depends heavily on the Ontario Police College (OPC) training capacity and seat availability." Ottawa Police Service Board, 2024 to 2027 Strategic Plan Key Performance Indicators Report, January 26, 2026.

<https://pub-ottawa.escribemeetings.com/filestream.ashx?DocumentId=287139>

HOW PATROL IS DEPLOYED, DISTRICTS AND ZONES

"Since 2017, the OPS has operated under a centralized structure" for frontline policing; patrol operations are run city-wide and dispatched by call priority with a contractual floor of 42 cars. The district model creates four full-service districts, West, Central, South and East, each led by a Superintendent, with 63 net new positions over three years at \$11.4 million, launching January 2027; investigative units stay centralized at launch. On zones: "The next phase involves defining smaller geographic zones within each district to strengthen local ownership and accountability." Ottawa Police Service Board, District Model: Structure and Cost, July 28, 2025; Ottawa Police Service, 2026 Budget; Ottawa Police Service, "Building Stronger Communities: A New District Model for Ottawa," May 2026.

<https://www.ottawapolice.ca/en/news/building-stronger-communities-a-new-district-model-for-ottawa.aspx>

SWORN STAFFING AND HIRING

As of December 31, 2025: 1,570 authorized sworn positions, 1,611 sworn members, 87 positions not staffed due to long-term absences, 1,524 active sworn members. 133 sworn hired in 2024 and 150 in 2025; 118 lost to attrition over the two years, "a net increase of 165 in total sworn strength." 150 hired in 2025 "and all seats offered at the Ontario Police College (OPC) were filled." OPC recruit numbers "expanded in 2025 due to the expanded capacity introduced by the Province through an Eastern Ontario training location." Ottawa Police Service Board, Workforce Management Report, Fourth Quarter 2025, February 23, 2026.

<https://pub-ottawa.escribemeetings.com/filestream.ashx?DocumentId=292512>

DETECTIVES

Chief Stubbs to city council and CBC, December 2025: the fraud unit, "with a staff of just 10, is dealing with some 6,500 reports this year, forcing them to triage each case. For cases that make the cut, it can take four or five months just to start an investigation." Detectives are developed, not hired: the federal Job Bank lists "several years of experience as a police officer" as a requirement for police detectives and investigators, and Ontario Regulation 87/24 (Training) under the Community Safety and Policing Act requires a senior investigator to complete the Ontario Police College's Criminal Investigators Training, Investigative Interviewing Techniques and Search Warrant courses. The Ottawa Police Service hires externally only as new recruits or experienced officers from other services.

<https://www.cbc.ca/news/canada/ottawa/policing-is-expensive-says-ops-chief-after-banner-budget-year-9.7021609>

CHIEF STUBBS QUOTE

"People aren't feeling as safe as they used to with some of the social disorder and the open drug use and whatnot." Ottawa Citizen, January 24, 2026.

<https://ca.news.yahoo.com/ottawa-crime-rate-increases-2025-210343497.html>

WESTBORO AND VANIER BREAK-INS

Westboro family, more than \$20,000 stolen while they slept (CTV, September 2026). Vanier repair shop broken into three times in just over a week; owner waited more than 24 hours (CP24, June 2, 2026).

<https://www.cp24.com/news/canada/2026/06/02/after-multiple-break-ins-and-150k-in-losses-ottawa-business-owner-questions-police-response/>

PROPERTY CRIME AND SHOPLIFTING

Property crime up 28% so far in 2026 against the same period in 2025 (CTV, May 29, 2026). Shoplifting incidents up 37% in the last three months of 2025 (CTV, February 15, 2026).

<https://www.ctvnews.ca/ottawa/article/ottawa-police-see-28-increase-in-property-crimes-so-far-in-2026/>

WEIGHTED CLEARANCE RATE

Ottawa Police Service weighted clearance rate: 31.67 (2024), 32.70 (2025). Statistics Canada, Table 35-10-0188-01, released July 22, 2026. The 40% benchmark is the Ottawa Police Service's own target, from the January 26, 2026 KPI report.

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510018801>

REPORTED CRIME, 2015 TO 2024

Reported offences rose 63% from 2015 to 2024, to 50,600 offences (CBC, November 13, 2025).

<https://ca.news.yahoo.com/ottawa-police-clearance-rate-dropping-090000699.html>

BIKE THEFT

More than 1,000 bikes stolen in Ottawa each year (CTV). About 15% of stolen bikes recovered across a North American survey of registered owners; Edmonton highest at 33% (Findings, Patterns in bike theft and recovery). Vancouver registry "contributed to a 30 per cent drop" in thefts (CBC). E-bike traced to St. Laurent Boulevard (CBC, July 24, 2026).

<https://findingspress.org/article/90056-patterns-in-bike-theft-and-recovery>

REPEAT OFFENDER CASES

Ottawa man facing nearly 120 charges, 40 investigations resolved, losses over \$100,000 including damage (OPS, May 26, 2026). 40 bikes recovered by South District neighbourhood team (CTV, January 19, 2024). Toronto 23 Division, 546 arrests, 259 repeat or prolific, 4,000+ charges, more than \$1.6 million in stolen merchandise (CBC, August 5, 2026). Vancouver, September 2023, 258 arrests, 26 weapons, violent shoplifting down 22% during the project (Canadian Security).

HOT SPOTS, PROLIFIC OFFENDERS, DISORDER RESEARCH

Lowell randomized trial, 17 treated hot spots, calls for service down 19.8%, situational prevention strongest (Braga and Bond, 2008). England Prolific and Priority Offender Programme, 62% reduction in convictions among the first offenders selected, over 17 months (Home Office, PPO Five Years On). B.C. prolific offender management, repeat offending down by as much as 40% in year one (B.C. investigative report, 2022). Groningen experiment, 13% versus 27% (Keizer, Lindenberg and Steg, 2008).

https://popcenter.asu.edu/sites/g/files/litvpz3631/files/2025-02/209_braga_bond_policing_crime_and_disorder_hot_spots.pdf

COST PER OFFICER AND GROWTH REVENUE

District model: 63 positions at \$11.4 million over three years, about \$180,000 per position. 64 cars is 42 scaled by population growth since 1996 ($42 \times 1,094,340 / 721,136 = 63.7$). 22 added cars $\times$ about 5 officers per 24-hour car = about 110 officers; $110 \times \$180,000 =$ about \$20 million; divided by 471,570 households = about \$42. Taxes on newly built homes, \$5.7 million in the 2026 draft police budget.

<https://ca.news.yahoo.com/ottawa-police-district-model-cost-204818088.html>

FEDERAL FUNDING FOR POLICING THE CAPITAL

Ottawa police "successfully managed 370 events and 415 demonstrations" in 2025 and received \$10 million from the federal Parliamentary District Policing Program and \$3 million from the Nation's Capital Extraordinary Policing Costs Program (Ottawa Police Service, 2025 Annual Report, page 18). The Parliamentary District program is \$50 million over five years from Budget 2024 for a dedicated team of 40 officers and 9 civilians around the Hill (Public Safety Canada, March 7, 2025). The extraordinary costs program is capped at \$3 million a year and was extended at that level for 2026-27 to 2030-31 (Spring Economic Update 2026, Annex 1). The service told its board that the annual pressure "used to be in the \$10M range, however, are now in the \$20M range" and asked for supplemental funding "to avoid these costs being borne by City of Ottawa taxpayers" (Ottawa Police Service Board, Q2 2025 Financial Status Report, September 29, 2025). Public Safety Canada declined the request for Middle East demonstration costs because "police forces in many Canadian cities incurred costs related to these demonstrations, and that it was not a unique and extraordinary cost related solely to the National Capital Region"; the unreimbursed total since October 2023 was \$6.5 million at the end of 2025 (CBC and CTV, March 19, 2026). Ottawa hosts about 130 embassies and high commissions (Public Safety Canada evaluation, 2019). For demonstrations at foreign missions, "it is the local police that will take the lead role in managing events that take place in public places" (Global Affairs Canada, Office of Protocol, Circular Note XDC-7028).

<https://www.cbc.ca/news/canada/ottawa/ottawa-police-blame-6-5m-of-budget-deficit-on-cost-of-policing-israeli-palestinian-protests-9.7135221>

PROVINCIAL FUNDING AT THE OTTAWA POLICE SERVICE

New Deal for Ottawa, March 28, 2024: "Up to \$48 million to address community and public safety, including increasing uniformed police officers in the ByWard Market and on the transit system in addition to alternative mental health supports," over three years (Government of Ontario backgrounder). The police service's share: the ByWard Market Crime and Disorder Strategy and its neighbourhood operations centre (\$4.7 million), the Mounted Patrol Unit (\$4.2 million), special constables (\$4.0 million), alternative mental health supports (\$2.7 million) and Market Safe (\$2.4 million), all "supported by provincial funding over a three-year period (2024-2027)"; 2025 added 30 provincially funded positions, 13 officers and 17 civilians, "offset by \$6.0 million in provincial funding" (Ottawa Police Service, 2025 and 2026 Budgets; 2025 Annual Report, page 18). Ontario's Community Policing Partnerships program (1998) and Safer Communities 1,000 Officers Partnership (2005) cost-shared the salaries of front-line officers in municipalities until both were eliminated in 2019 and folded into the Community Safety and Policing Grant

(Global News, May 2019). Ontario Community Safety and Policing Grant, Ottawa Police Service Board, 2025-26: \$5,760,817 local priorities plus \$306,350 provincial priorities (Government of Ontario backgrounder, October 17, 2025). Alberta funded 50 Calgary and 50 Edmonton officers for high-crime areas, December 2023 (CTV, Global News). Saskatchewan Municipal Police Grants 2025-26: \$6.8 million for 49 Regina positions, \$7.8 million for 54 Saskatoon positions. Ontario eliminated Basic Constable Training tuition in 2023 and extended the waiver three more years in the 2026 Budget.

<https://news.ontario.ca/en/backgrounder/1004361/terms-of-the-new-deal-for-ottawa>

TRAINING

Ontario Regulation 87/24 (Training), section 5: the training required to be appointed as a police officer "is the program entitled 'Basic Constable Training Program', delivered by the College," meaning the Ontario Police College; the program is 12 weeks. Section 11: "Use of Force Requalification" every 12 months; sections 6 and 7: mental health crisis response training and annual requalification from October 1, 2026. Section 28: a senior investigator completes Criminal Investigators Training, Investigative Interviewing Techniques and Search Warrant within 12 months. Section 34: officers assigned to intimate partner violence, sexual assault and other specialized investigations complete the prescribed course within 12 months of assignment. "Over \$1 billion towards renovating and expanding the Ontario Police College in Aylmer and a new Ontario Provincial Police Academy in Orillia" (2025 and 2026 Ontario Budgets). 121 additional recruits trained in Cornwall, October to December 2025 (Government of Ontario, September 26, 2025). Algonquin College served notice in early 2024 ending the 25-year Alliance Agreement; police exited all space but the firearms range by March 2026; the eight-year range lease expires in March 2033; the service "is obliged to deliver training from ad hoc facilities dispersed across eight different city sites"; the proposed \$233 million Professional Development Centre at the South Facility was deferred for an options analysis (Ottawa Police Service Board, April 27, 2026). October 9, 2026 update: cost reduced by \$34 million to \$199 million; the training branch "is operating at, and frequently beyond, existing capacity"; 10,895 training hours in 2025, projected to rise 25% to 13,621; "Both provincial and federal government confirmed the funding would fall under Municipal mandate"; Toronto, Peel, York, Durham, Halton, Hamilton and Niagara own training centres with ranges and "OPS is an outlier"; final recommendation to the Board in January or February 2027 (Ottawa Police Service Board, Finance and Audit Committee, October 9, 2026; CTV, October 5, 2026).

<https://www.ontario.ca/laws/regulation/240087>

MATTHEW COX QUOTE

"The reality is simple: Ottawa has changed. The 42 minimum hasn't." Provided to the Lawson campaign by Matthew Cox, President, Ottawa Police Association, for this plan, October 2026.

SUTCLIFFE'S 200 OFFICERS

Mark Sutcliffe pledges 200 more officers for priorities including the "guns and gangs unit, intimate partner crimes and hate crime investigations," plus community policing and neighbourhood watch (Ottawa Citizen, September 4, 2026).

<https://ca.news.yahoo.com/heres-ottawas-mayoral-candidates-improve-080028188.html>

CREDIT WHERE IT'S DUE

District model, four districts, 63 new positions, launching January 2027 (OPS). Shootings 52 in 2024, 38 in 2025 (CTV, January 27, 2026). Project Champion, 17 charged, November 2024 (Global News). Break-ins down 26% and vehicle theft down 27%, 2026 to July 20 (Ottawa Police Service crime statistics). Bail and Sentencing Reform Act: reverse onus for home break-ins and violent or organized auto theft, in force July 15, 2026 (Justice Canada).



<https://www.canada.ca/en/department-justice/news/2026/06/canadas-sweeping-bail-and-sentencing-reforms-targeting-extortion-auto-theft-and-organized-crime-become-law.html>

Authorized by the official agent of the Alex Lawson campaign.