



**Ottawa Police Services Board
Agenda**

Meeting #: 97
Date: Monday, February 26, 2024
Time: 4:00 pm
Location: Electronic Participation
Members: Chair: Salim Fakirani, Mayor Mark Sutcliffe, Councillor Cathy Curry, Councillor Marty Carr, Michael Doucet, Peter Henschel

Krista Ferraro, Executive Director
(613) 560-1270
Krista.Ferraro@ottawa.ca

1. Notices and meeting information for participants and members of the public

This meeting may be viewed online on the Ottawa City Council YouTube Channel or via Zoom <https://us02web.zoom.us/j/83377577624>

Notices and meeting information are attached to the agenda and minutes, including: availability of simultaneous interpretation and accessibility accommodations; in camera items not subject to discussion; personal information disclaimer for correspondents and public speakers; and notices regarding minutes. Accessible formats and communication supports are available, upon request.

Delegations wishing to address the Board during the delegation portion of the regular meetings may be heard with the approval of the Board. Requests must be made to the Executive Director and must include a written copy of the comments that will be presented. The deadline to register with all of your materials included is February 23 at noon. All requests to speak must be approved by the Board Chair and the subject matter must be within the jurisdiction of the Board.

2. Confirmation of Agenda

That the Ottawa Police Services Board confirm the agenda of the 26 February 2024 meeting.

3. Confirmation of Minutes

3.1 Minutes 96#1 and 96#2 of 22 January 2024

That the Ottawa Police Services Board confirm Minutes 96 #1 and 96 #2 of the 22 January 2024 meeting.

4. Committee Meetings: Reports from Committee Chairs & Minutes

4.1 Finance and Audit Committee - Draft Minutes #24 of 2 February, 2024

That the Ottawa Police Services Board receive this item for information.

4.2 Human Resources Committee - Draft Minutes #18 of 16 February 2024

That the Ottawa Police Services Board receive this item for information.

5. Declarations of Interest

6. Public Delegations

The final public delegate list will be recorded as part of the final draft minutes for the February 26, 2024 meeting.

7. Inquiries

8. Items of Business

8.1 Chair's verbal report

Chair's report

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

8.2 Chief's verbal report

Chief's report

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

8.3 Update on Demonstration Activity

Presentation

That the Ottawa Police Services Board receive this item for information.

8.4 Community Safety and Policing Act, 2019 (CPSA)

Presentation & Chief's report

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

8.5 2024 Internal Audit Work Plan

Chief's report

That the Ottawa Police Services Board approve the 2024 Internal Audit Work Plan as endorsed by the Finance and Audit Committee.

8.6 Financial Accountability Procedures Manual Update

Chief's report

That the Ottawa Police Services Board approve the updated Financial Accountability Procedures Manual as endorsed by the Finance and Audit Committee.

8.7 Renewal of Microsoft Enterprise Agreement

Chief's report

That the Ottawa Police Services Board delegate authority to the Chief of Police for the purchase of the Microsoft Canada Inc. Enterprise Agreement renewal for a five-year term from April 1, 2024 to March 31, 2029 for the upward amount of \$8,363,015 net of HST.

8.8 South Facility Project Update – Fourth Quarter 2023

Chief's report

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

8.9 Safe Workplace Update Report

Chief's report

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

8.10 Performance Report – Fourth Quarter 2023

Chief's report

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

8.11 Report on the Special Investigations Unit 23-OCD-243

Chief's report

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

8.12 Report on the Special Investigations Unit 23-OCD-309

Chief's report

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

8.13 Report on the Special Investigations Unit 23-OCD-375

Chief's report

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

8.14 Workforce Management Report – Fourth Quarter 2023

Chief's report

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

8.15 Legal Services Status Report – 2023 Fourth Quarter

Board Solicitor's report

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

8.16 Outstanding Board Inquiries & Motions: February 2024

Executive Director's report

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

8.17 Letters of Commendation - February 2024

Chief's report

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

9. Other Business

10. In Camera Items

Please note that the in camera meeting will be held prior to the public meeting and the following items will be discussed:

1. Operational update re: Major Events and Demonstrations
2. Legal Services Report – Fourth Quarter 2023
3. Labour Relations Unit Report – Fourth Quarter 2023
4. Labour Relations Matter
5. Delay Application

11. Adjournment

12. Next Meeting

Regular Meeting – Monday, March 25, 2024 - 4:00 PM



**Commission de services policiers d'Ottawa
Ordre du jour**

N° de la réunion : 97
Date : le lundi 26 février 2024
Heure : 16 h 00
Endroit : Participation par voie électronique
Membres : Président: Salim Fakirani, Maire Mark Sutcliffe, Conseillère Cathy Curry, Conseillère Marty Carr, Michael Doucet, Peter Henschel

**Krista Ferraro, Directrice exécutive
(613) 560-1270
Krista.Ferraro@ottawa.ca**

1. Avis et renseignements concernant la réunion à l'intention des participants à la réunion et du public

Cette réunion pourra être visionnée en ligne sur la chaîne YouTube du Conseil municipal d'Ottawa ou au moyen de Zoom <https://us02web.zoom.us/j/83377577624>

Les avis et renseignements concernant les réunions sont joints à l'ordre du jour et au procès-verbal, y compris : la disponibilité des services d'interprétation simultanée et des mesures d'accessibilité; les points à huis-clos ne faisant pas l'objet d'une discussion; les avis de non-responsabilité relativement aux renseignements personnels pour les correspondants et les intervenants; les avis relatifs aux procès-verbaux. Des formats accessibles et des soutiens à la communication sont offerts sur demande.

Les délégations désirant s'adresser à la Commission pendant la portion des réunions ordinaires qui leur est réservée peuvent intervenir avec l'approbation de la Commission. Les demandes doivent être adressées à la directrice exécutive et inclure une copie écrite des commentaires qui seront présentés. Vous pouvez vous inscrire avec tous vos documents d'ici le 23 février, à midi. Toutes les demandes d'intervention doivent être approuvées par le président et porter sur un sujet relevant de la compétence de la Commission.

2. Ratification de l'ordre du jour

Que la Commission de services policiers d'Ottawa ratifie l'ordre du jour de la réunion du 26 février 2024.

3. Ratification du procès-verbal

3.1 Procès-verbal ébauche 96#1 et 96#2 du 22 janvier 2024

Que la Commission de services policiers d'Ottawa ratifie le procès-verbal 96 #1 et 96 #2 de la réunion du 22 janvier 2024.

4. Réunions des comités: rapports des présidents des comités et procès-verbaux

4.1 Comité des finances et de la vérification - procès-verbal ébauche #24 du 2 février 2024

Que la Commission de services policiers d'Ottawa prenne connaissance de présent rapport à titre d'information.

4.2 Comité des ressources humaines - procès-verbal ébauche #18 du 16 février 2024

Que la Commission de services policiers d'Ottawa prenne connaissance de présent rapport à titre d'information.

5. Déclarations d'intérêt

6. Delegations du public

La liste définitive des intervenants du public sera inscrite au procès-verbal définitif de la réunion du 26 février 2024.

7. Demandes de renseignements

8. Points à l'ordre du jour

8.1 Rapport verbal de la président

Rapport de la président

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.2 Rapport verbal du chef

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.3 Mise à jour sur les manifestations

Présentation

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.4 Sécurité communautaire et les services policiers (loi de 2019 sur la)

Présentation & Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.5 Plan de travail de vérification interne pour 2024

Rapport du chef

Que la Commission de services policiers d'Ottawa approuve le Plan de travail de vérification interne pour 2024 tel qu'il a été appuyé par le Comité des finances et de la vérification.

8.6 Mise à jour du manuel de procédure de responsabilité comptable

Rapport du chef

Que la Commission de services policiers d'Ottawa approuve le Manuel actualisé de procédure de responsabilité comptable tel qu'il a été appuyé par le Comité des finances et de la vérification.

8.7 Renouvellement d'accord microsoft entreprise

Rapport du chef

Que la Commission de services policiers d'Ottawa délègue au chef de police l'autorité pour l'achat d'un renouvellement d'un Accord Entreprise auprès de Microsoft Canada Inc. pour une période de cinq ans, soit du 1^{er} avril 2024 au 31 mars 2029 pour un montant à concurrence de 8 363 015\$, TVH en sus.

8.8 Mise à jour du projet d'installation Sud – quatrième trimestre 2023

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.9 Mise à jour du programme de sécurité au travail

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.10 Rapport sur le rendement – quatrième trimestre 2023

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.11 Rapport sur l'unité des enquêtes spéciales – enquête 23-OCD-243

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.12 Rapport sur l'unité des enquêtes spéciales – enquête 23-OCD-309

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.13 Rapport sur l'unité des enquêtes spéciales – enquête 23-OCD-375

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.14 Gestion des effectifs – quatrième trimestre 2023

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.15 Rapport d'étape des services juridiques – quatrième trimestre de 2023

Rapport de l'avocat de la Commission

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.16 Demandes et requêtes de la commission en suspens : rapport pour février 2024

Rapport de la directrice exécutive

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

8.17 Lettres de mention élogieuse - février 2024

Rapport du chef

Que la Commission de services policiers d'Ottawa prenne connaissance du présent

rapport à titre d'information.

- 9. Autres questions
- 10. Points à débattre à huis clos

Veillez noter que la réunion à huis clos se tiendra avant la réunion publique. Les points suivants seront discutés :

- 1. Mise à jour opérationnelle concernant les événements majeurs et les manifestations
 - 2. Rapport des services juridiques – quatrième trimestre de 2023
 - 3. Rapport de l'Unité des relations de travail – quatrième trimestre de 2023
 - 4. Question de relations de travail
 - 5. Demande de report
- 11. Levée de la séance
 - 12. Prochaine réunion

Réunion ordinaire – lundi le 25 mars 2024, 16h00



Notices to the public and participants regarding Ottawa Police Services Board meeting proceedings

Updated: February 2023

Public Notices

- Simultaneous interpretation in both official languages is available for any specific agenda item by contacting the Board office at least 72 hours before the meeting date.
- Accessible formats and communication supports are available, upon request to the Board office. The Board shall, upon request and in consultation with the person making the request, provide or make arrangements to provide accessible formats and communication supports for persons with disabilities. Accessible formats and communication supports shall be provided in a timely manner, taking into account the person's particular accessibility needs and at a cost that is no more than the regular cost charged to other persons, in accordance with the [Board's Accessibility Policy](#).
- Copies of presentations delivered at meetings will be posted to the online agenda as soon as possible following the meeting they were presented at.
- In camera items are not subject to public discussion or audience.
- Information submitted to the Board, including the full name of the correspondent/speaker, will form part of the public record and will be publicly accessible. Correspondence, including personal and contact information, is distributed to the Members of the Board and other staff and officials as needed. The Board posts audio and video of its regular public and special meetings online. For more information, contact the Board office at the coordinates listed on the agenda.



Notices regarding minutes

- Underlining in the minutes indicates an amendment, approved by the Board, to recommendations or to a motion.
- Minutes are draft until confirmed by the Board.

Meeting participation details

- The Board office will confirm the meeting room via emailed calendar invitation prior to the meeting to those required in attendance.
- The meeting location will be included on agendas and on the [Board's website](#).
- Staff not participating in the meeting and the general public are encouraged to view the meeting on the [Ottawa City Council YouTube Channel](#).

Submissions to the Police Services Board

- Members of the public may provide either written or oral submissions to Board meetings. Both written and oral comments are given equal consideration by the Board.

Written comments

Members of the public may submit written comments by email to the Board office. Both written and oral comments are given equal consideration by the Board. In order to ensure that written comments can be provided to the Board prior to the meeting, members of the public are strongly encouraged to submit their written comments as far in advance as possible before the meeting and no later than noon on the last full business day prior to the date of the meeting.

Oral comments (public delegations)

Delegations wishing to address the Board during the delegation portion of the regular meetings may be heard with the approval of the Board. As these are business meetings, each delegation is restricted to five minutes, not including any questions the Board members may wish to ask you following the presentation. Requests must be made to the Executive Director and must include a written copy of the comments that will be presented. Such requests must be received in full no later than noon on the last full business day prior to the date of the proposed delegation. The Board requires that

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you submit your comments in advance in writing so they can be distributed to the Board members prior to the meeting, allowing Board members to come to the meeting better prepared to discuss them with you. All requests to speak must be approved by the Board Chair and the subject matter must be within the jurisdiction of the Board.

Please note that individual complaints are not considered at Board meetings as there is a legislated public complaints process to deal with such matters that must be followed and the Board must not interfere in that process.



Avis à l'intention du public et des participants concernant les délibérations de la Commission de services policiers d'Ottawa

Mise à jour : février 2023

Avis publics

- L'interprétation simultanée est offerte dans les deux langues officielles pour toute question à l'ordre du jour; il suffit de communiquer avec le bureau de la Commission au moins 72 heures avant la réunion.
- Des formats accessibles et des aides à la communication sont disponibles sur demande auprès du bureau de la Commission. La Commission doit, sur demande et en consultation avec la personne qui fait la demande, offrir ou prendre des dispositions pour fournir des formats accessibles et des aides à la communication aux personnes en situation de handicap. Les formats accessibles et les aides à la communication doivent être fournis en temps utile, en tenant compte des besoins d'accessibilité particuliers de la personne et à un coût qui n'est pas plus élevé que le coût ordinairement demandé aux autres personnes, conformément à la [Politique sur l'accessibilité de la Commission](#).
- Les copies des présentations faites lors d'une réunion seront publiées dans l'ordre du jour en ligne dès que possible après la réunion en question.
- Le public ne peut pas assister aux discussions ni aux séances sur les points à l'ordre du jour débattus à huis clos.
- L'information envoyée à la Commission, y compris le nom complet des correspondants/présentateurs, sera versée aux dossiers publics et sera accessible au public. La correspondance, coordonnées et renseignements personnels compris, est transmise aux membres de la Commission, ainsi qu'à d'autres membres du personnel et aux cadres, au besoin. La Commission publie en ligne les enregistrements audio et vidéo de ses réunions publiques et extraordinaires. Pour en savoir plus, communiquez avec le bureau de la Commission, dont les coordonnées sont indiquées dans l'ordre du jour.



Avis relatifs aux procès-verbaux

- Le soulignement dans les procès-verbaux indique une modification, approuvée par la Commission, de recommandations ou d'une motion.
- Les procès-verbaux sont préliminaires jusqu'à ce qu'ils soient approuvés par la Commission.

Détails sur la participation aux réunions

- Le bureau de la Commission confirmera le lieu de la réunion dans une invitation envoyée par courriel avant la réunion aux personnes devant y assister.
- Le lieu de la réunion sera indiqué sur les ordres du jour et sur le [site Web de la Commission](#).
- Les employés qui ne participent pas à la réunion, les médias et le public peuvent suivre la réunion sur la [chaîne YouTube du Conseil municipal d'Ottawa](#).

Commentaires à la Commission de services policiers d'Ottawa

- Le public peut formuler des commentaires par écrit ou de vive voix aux réunions de la Commission. Les commentaires écrits et oraux reçoivent la même attention de la Commission.

Commentaires écrits

Le public peut envoyer des commentaires écrits par courriel au bureau de la Commission. Les commentaires écrits et oraux reçoivent la même attention de la Commission. Il est fortement recommandé aux membres du public de faire parvenir leurs commentaires écrits le plus tôt possible avant la réunion, au plus tard à midi le dernier jour ouvrable qui précède la date de la réunion, afin qu'ils puissent être communiqués à la Commission avant la réunion.

Commentaires de vive voix (intervenants du public)

Les délégations désirant s'adresser à la Commission pendant la portion des réunions ordinaires qui leur est réservée peuvent intervenir avec l'approbation de la Commission. Puisqu'il s'agit de réunions d'affaires, chaque délégation ne dispose que de cinq

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minutes, sans compter la période où les membres de la Commission peuvent poser des questions à la fin de la présentation. Les demandes doivent être adressées au directeur général et inclure une copie écrite des commentaires qui seront présentés. De telles demandes doivent être reçues au complet au plus tard à midi le dernier jour ouvrable qui précède la date de la délégation proposée. La Commission exige que les commentaires soient soumis à l'avance par écrit afin d'être transmis aux membres avant la réunion, pour permettre à ces derniers de bien se préparer à en discuter. Toutes les demandes d'intervention doivent être approuvées par le président et porter sur un sujet relevant de la compétence de la Commission.

Il importe de signaler que les plaintes individuelles ne seront pas examinées aux réunions de la Commission, étant donné qu'il existe une procédure légale pour le traitement des plaintes du public et que la Commission ne peut s'y immiscer.



Ottawa Police Services Board

Minutes

Meeting #: 96 #1
Date: January 22, 2024
Time: 2:00 pm
Location: Electronic Participation

Present: Acting Chair: Salim Fakirani, Mayor Mark Sutcliffe,
Councillor Cathy Curry, Councillor Marty Carr

Absent: Michael Doucet, Peter Henschel

1. Ceremonial Activities and Announcements

1.1 Election of Chair and Vice Chair

Ms. K. Ferraro, Executive Director, explained that in accordance with Section 28 of the *Police Services Act* and the Ottawa Police Services Board Procedural By-law, the Board must elect a Chair and a Vice Chair at its first meeting each year. Accordingly, she requested nominations for the position of Chair.

Member Curry moved that Member Fakirani be nominated to the position of Chair of the Ottawa Police Services Board. Member Sutcliffe seconded the nomination.

The Executive Director called for any additional nominations. There being none, the following motions were considered:

Moved by Member Carr

That nominations for the position of Chair of the Ottawa Police Services Board be closed.

Carried

Moved by Member Curry

Seconded by Member Sutcliffe

That the Ottawa Police Services Board appoint S. Fakirani as Chair of the Board for 2024.

Carried

Chair Fakirani then called for nominations for the position of Vice Chair.

Member Sutcliffe moved that Member Carr be nominated to the position of Vice Chair, and Chair Fakirani seconded the nomination. There being no other nominations, the following motion was considered:

Moved by Member Curry

That nominations for the position of Vice Chair of the Ottawa Police Services Board be closed.

Carried

Moved by Member Sutcliffe

Seconded by Chair Fakirani

That the Ottawa Police Services Board appoint M. Carr as Vice Chair of the Board for 2024.

Carried

2. In Camera Items

That the Ottawa Police Services Board move in-camera in accordance with Section 35(4) of the Police Services Act to discuss three operational matters; two labour relations matters; a legal matter; and a delay application.

Carried

3. Adjournment

The meeting adjourned at 2:05 pm.

4. Next Meeting

Regular Meeting – Monday, January 22, 2024 - 4:00 PM

DRAFT



Ottawa Police Services Board

Minutes

Meeting #: 96 #2
Date: January 22, 2024
Time: 4:00 pm
Location: Electronic Participation

Present: Salim Fakirani, Mayor Mark Sutcliffe, Councillor Cathy Curry, Councillor Marty Carr

Absent: Michael Doucet, Peter Henschel

-
1. Notices and meeting information for participants and members of the public
 2. Confirmation of Agenda

That the Ottawa Police Services Board confirm the agenda of the 22 January 2024.

Carried

3. Confirmation of Minutes
 - 3.1 Minutes #95 of 18 December 2023

That the Ottawa Police Services Board confirm Minutes #95 of the 18 December 2023 meeting.

Carried

4. Committee Meetings: Reports from Committee Chairs & Minutes

4.1 Human Resources Committee - Draft Minutes #17 of 14 December 2023

That the Ottawa Police Services Board receive this item for information.

Received

5. Declarations of Interest

No Declarations of Interest were filed.

6. Public Delegations

1. Robin Browne, 613-819 Black Hub (he/him)

2. David Hill, Councillor, Ward 3

Public delegations spoke to police interactions, gender-based violence, use of force, and vehicle thefts.

The Service noted they do not have a vehicle theft unit; vehicle thefts are investigated by the OPS general assignment investigators. However, due to the increase in these types of crimes, the OPS has put together a taskforce called Project Phoenix that will be running for the first six months of the year. It was noted that 68 vehicles were recovered.

The OPS is training the frontline officers to better handle this issue as well as educating the public. They also continue to work with provincial and federal partners.

7. Inquiries

There were no Inquiries.

8. Items of Business

8.1 Chair's verbal report

Chair's report

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

Received

8.2 Chief's verbal report

Chief's report

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

Received

8.3 Algonquin College Police Foundations Program Presentation

Presentation

Jill Reeves, an Algonquin College Professor teaching the Police Foundations Program, provided a presentation.

In response to a question, Professor Reeves noted that the psychology course as well as the law enforcement course provides students with common psychological disorders they may encounter with member of the public as first responders. They are also introduced to the implementation of conflict management, de-escalation, use of force, and how to interact with people with mental illnesses. Professor Reeves estimated that approximately 1/3 of the students in the program will apply to a police service after graduation.

That the Ottawa Police Services Board receive this item for information.

Received

8.4 Attendance at the Community Safety and Policing Act Summit

Executive Director's report

That the Ottawa Police Services Board approve the in-person attendance of S. Fakirani and K. Ferraro at the Community Safety and Policing Act (CSPA) Summit being held in Toronto, from February 27- 28, 2024, as well as the virtual attendance of M. Carr and C. Curry.

Carried

8.5 Ontario Association of Police Services Boards: 2024 Membership Renewal

Executive Director's report

That the Ottawa Police Services Board approve payment of \$7,341.52 (including HST) to the Ontario Association of Police Services Boards for its 2024 membership fee.

Carried

8.6 Canadian Association of Police Governance: 2024 Membership Renewal

Executive Director's report

That the Ottawa Police Services Board approve payment of \$7,998.08 (HST exempt) to the Canadian Association of Police Governance for its 2024 membership fee.

Carried

8.7 Ottawa Police Services Board Work Plan: 2024

Executive Director's report

The ED noted that the work plan is a guide for the Board and is flexible; it can be modified as needed.

There was a suggestion to use the word "semi-annual" instead of "bi-annual" in reference to business plan reporting to provide increased clarity.

It was noted that the work plan is very ambitious given the fact that the new Police Act will come into force on April 1st. The importance of ensuring sufficient Board resources was highlighted. The Board requested to be kept informed on the progress of the workplan.

The Service noted they do not yet know how much work the new Act will bring. This may result in some delays in certain reports coming forward.

That the Ottawa Police Services Board approve the 2024 Board Work Plan, as endorsed by the Policy and Governance Committee.

Carried

8.8 Special Constable Appointments: OPS and RCMP

This item is before the Board for ratification following pre-approval on December 19, 2023, by electronic polling. The forms are on file with the Executive Director.

That the Ottawa Police Services Board:

- 1. Approve the appointment of the three RCMP employees listed in the attached forms as Special Constables pursuant to Section 53 of the Police Services Act, in accordance with the terms and conditions set forth in the attached Approval of Appointment Form.**
- 2. Approve the appointment of the nine OPS employees listed in the attached forms as Special Constables pursuant to Section 53 of the Police Services Act, in accordance with the terms and conditions set forth in the attached Approval of Appointment Form.**

Carried

8.9 Updating Justification for Ottawa Police Service Special Constables – District Special Constable Pilot Project

Chief's report

The OPS noted that Frontline officers are very busy and some service calls are a drain on resources. The special constables proposed in this

pilot would be in addition to the 42 minimum required by the collective agreement.

It was noted that if the pilot were to be made permanent, the Service would likely need to hire more special constables. It was clarified that OPS special constables are not out on patrol, interacting with the public, like frontline resources.

Regarding a question as to whether special constables might be permanently deployed at hospitals to replace security, the Service advised this could be a possibility if the need is high enough.

The OPS will run the pilot for six months and report back to the Board.

That the Ottawa Police Services Board approve the attached Justification comprising of additional Special Constable authorities for the purpose of implementing the District Special Constable Pilot Program. The additional authorities include the following sections of the Highway Traffic Act:

Section 134(1) – authority to direct traffic;

Section 134(2) – authority to close a highway;

Section 134.1(1) – authority to remove vehicles from a highway.

The District Special Constables will also be provided duties requiring Mental Health Act powers previously contained within the Justification. These duties are related to transporting and maintaining custody of persons apprehended under the Mental Health Act taken to hospital or another medical facility.

Carried

8.10 Community Safety and Policing Act, 2019 (CPSA)

Chief's report

In terms of the reference to the "RACI" matrix in the report and how determinations are made in terms of who is responsible/accountable/consulted/informed, the Service noted for some of the initiatives it is obvious who the owner of an initiative is. For others, it is more complex.

The Service is not yet able to provide an estimate on the cost of the implementation of the new requirements in the Act but confirmed it will put pressure on the budget. For example, the training regulation is not yet released and training can be expensive. The Service is planning to discuss funding with the province.

That the Ottawa Police Services Board receive this item for information.

Received

8.11 2023-2025 Drive2 (Diversity, Respect, Inclusion, Values, Equity and Engagement) Strategy Update

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.12 Annual Use of Force Report – 2022

Chief's report

It was noted that 99.9% of all calls for service were resolved with no force.

It was clarified that out of the 245 incidents that are captured as a use of force incident, only 41% are direct use of force, which is about 100 incidents. The remaining 59% of the incidents are where a weapon might be displayed or pointed but not deployed.

With regards to the disproportionate use of force, the OPS is planning to work more with the affected populations to understand how to better serve them. The Service added that they are hiring a resource to develop their race data strategy and will continue the use of force advisory panel as well as engaging with the public.

To answer a question regarding the range of factors that can contribute to the numbers going up or down from one year to the next, the OPS noted some factors are not in their control and while the stats tell a story, it is not the whole story. There are lots of differing factors in each situation, for

example, the size of officers, perceived threat, weather, time of day, etc. The OPS is maturing their data and this will help. They are also looking at creating a dashboard to make stats more visual and easier to understand and to start looking at data more qualitatively.

In terms of why the data coming forward is for 2022 and not 2023, the Service noted it took time to pull together however future reports will be more timely. They are working with the York University Research Team on the 2023 report which should be ready for March/April.

It was suggested that the review panel be started sooner if possible.

That the Ottawa Police Services Board receive this item for information.

Received

8.13 Application for Secondary Activities

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.14 Appointments Made Under the Interprovincial Policing Act - 2023 Annual Report

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.15 Collection of Identifying Information – Duties & Prohibitions Policy - Annual Report

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.16 Equitable Work Environment - Annual Report

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.17 OPSB CR-6 Public Consultation Policy - Annual Report

Chief's report

It was clarified that there are lots of paid duty events that fall outside of what is required by legislation such as the Santa Clause Parade and Sens games.

It was noted that no consultation was referenced in the report in terms of the accessibility community. The Service clarified that when holding consultations, if they are aware of an accessibility need in advance, they will help accommodate the person.

That the Ottawa Police Services Board receive this item for information.

Received

8.18 Ottawa Police Service Accessibility for Ontarians with Disabilities Act Status Report

Chief's report

The Service noted that in terms of fleet and issues with accessibility, these are addressed on a case-by-case basis. Most issues have to do with the stature of officers.

That the Ottawa Police Services Board receive this item for information.

Received

8.19 Public Rewards - 2023 Annual Report

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.20 Report On Special Investigations Unit – Investigation 23-OCI-279

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.21 Report On Special Investigations Unit – Investigation 23-OFP-075

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.22 Report On Special Investigations Unit – Investigation 23-OFP-303

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.23 CR-16 Human Rights and Racial Profiling Policy – Annual Report

Chief's report

That the Ottawa Police Services Board receive this item for information.

Received

8.24 Response to Inquiry I-23-01 – Roles and Responsibilities Regarding Business Plan Development

Executive Director's report

It was confirmed that no approval is required from City Council with respect to the development of the Board's Business Plan.

That the Ottawa Police Services Board receive this item for information.

Received

8.25 Schedule of Conferences and CAPG Webinars In 2024

Executive Director's report

That the Ottawa Police Services Board receive this item for information.

Received

8.26 Board Activity, Training & Performance – 2023 Annual Report

Executive Director's report

That the Ottawa Police Services Board:

1. **Receive this report for information.**
2. **Direct the Executive Director to forward it to City Council for information.**

Received and Carried

8.27 Calendar of Board Monitoring Requirements – 2024

Executive Director's report

That the Ottawa Police Services Board receive the 2024 Calendar of Monitoring Requirements for information.

Received

8.28 Outstanding Board Inquiries & Motions: January 2024

Executive Director's report

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

Received

8.29 Letters of Commendation: January 2024

Chief's report

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

Received

9. Other Business

10. In Camera Items

Please note that the in camera meeting was held prior to the public meeting and the following items will be discussed:

1. Operational update re: Major Events and Demonstrations
2. Operational Matter
3. Labour Relations Matter
4. Operational Matter
5. Legal Matter
6. Delay Application

7. Labour Relations Matter

11. Adjournment

The meeting adjourned at 6:23 pm.

12. Next Meeting

Regular Meeting – Monday, February 26, 2024 - 4:00 PM

DRAFT



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

Meeting #: 24
Date: February 2, 2024
Time: 10:00 am
Location: Electronic Participation

Present: Councillor C. Curry, Councillor M. Carr.

Others: K. Ferraro, Executive Director; R. Ben Guedria, Board Assistant; S. Bell, Deputy Chief; T. Ferguson, Deputy Chief; P. Burnett, Deputy Chief; J. Steinbachs, Executive Director; J. Sweet; M. Anderson; I. Pedersen, Director; H. Ogilvie; T. Bitanga.

1. Ceremonial Activities and Announcements
 - 1.1 Election of Committee Chair

Member Curry opened the meeting and said that the Committee currently has a vacancy which will be filled once the new Citizen Member has been

appointed. She offered to serve as Committee Chair until the vacancy on this Committee is filled. Member Carr supported the appointment of Member Curry as the Chair of the Finance and Audit Committee.

2. Confirmation of Agenda

That the Ottawa Police Services Board's Finance and Audit Committee confirm the agenda of the 2 February 2024 meeting.

Carried

3. Confirmation of Minutes

3.1 Minutes #23 of 17 November 2023

That the Ottawa Police Services Board's Finance and Audit Committee confirm Minutes #23 of the 17 November 2023 meeting.

Carried

4. Declarations of Interest

No Declarations of Interest were filed.

5. Items of Business

5.1 Fourth Quarter 2023 South Facility Project Update

Chief's report

Presentation

The Service clarified that the overall budget envelope of \$193 million includes various categories of contingencies and not all of the budget has been committed.

With respect to the escalation of construction costs that is occurring, the Service noted they were confident in the funding envelope for the project, as well as the checks and balances they built in. While they can't anticipate a major crisis, they have put in place systems and project management principles to stay within the spending authority so as to not seek additional funding.

In terms of OPS buildings that will eventually be decommissioned as a result of the South Facility, it was clarified that these are not part of the project scope nor the project budget. Further, even with staff movements, there will still be some occupants remaining behind in some of the OPS' facilities (such as 474 Elgin Street).

The OPS noted that residents impacted by the blasting have designated points of contact.

The OPS also confirmed that "South Facility" is the intended name as it aligns with other buildings named after their locations and further, it should align with the new district model that will be introduced.

That the Ottawa Police Services Board's Finance and Audit Committee receive this report for information.

Received

5.2 Update to Financial Accountability Procedures Manual

Financial Accountability Procedures (FAP) Manual *with tracked changes*
Spreadsheet documenting FAP changes

Presentation

With respect to training on delegated spending authority, the Service confirmed that members with corporate cards receive training on their use, including clear guidelines on where/when/how they can spend. The Service noted that when someone is in an acting position, they assume the level of authority of the acting role, regardless of the length of the acting assignment.

In terms of the delegated spending limits for different groups of employees, the Service clarified that not everyone has access to a corporate card and further, there is an escalated approval system built within the OPS system. It was noted that some of the spending limits in the manual did not change since 1996.

It was noted that with respect to travel, the OPS does not have any public disclosure procedures as much of their travel is related to operational training, which would not be shared publicly.

In terms of the recommended change pertaining to returning unspent money that is taken from capital reserves for operations back to those reserves, it was clarified that it is not a frequent occurrence however there is currently no existing process to do so. It was further clarified that these are not funds that would typically go to the City's Tax Stabilization Fund as these are capital funds. The Service noted they would raise this proposed recommendation with the City's CFO.

That the Ottawa Police Services Board's Finance and Audit Committee receive this report for information and forward it to the Ottawa Police Services Board for approval.

Received and Carried

5.3 2024 Internal Audit Work Plan

Chief's report

The OPS noted that in terms of the execution of the audit plan, the process will be aligned with the new Act that is coming into force on April 1st. Also, they are coordinating with the City to make sure the audit plan is aligned with what the City is doing and they are not duplicating work.

The Service will bring a quality assurance report to the Board in March that will include summaries of previous audit results.

That the Ottawa Police Services Board's Finance and Audit Committee endorse the 2024 internal Annual Audit Plan and forward it to the Ottawa Police Services Board for approval.

Received and Carried

6. Other Business

7. Adjournment

The meeting adjourned at 10:48 am.

8. Next Meeting

TBD



**Ottawa Police Services Board
Human Resources Committee
Minutes**

Meeting #: 18
Date: February 16, 2024
Time: 2:30 pm
Location: Electronic Participation

Present: Chair: Peter Henschel, Michael Doucet, Mayor Mark Sutcliffe

Others: Salim Fakirani, Chair; Councillor Marty Carr; K. Ferraro, Executive Director; R. Ben Guedria, Board Assistant; E. Stubbs, Chief; S. Bell, Deputy Chief; P. Burnett, Deputy Chief; T. Ferguson, Deputy Chief; L. Bianco, Chief Human Resources Officer; M. Anderson; D. Zackrias.

1. Confirmation of Agenda

That the Ottawa Police Services Board's Human Resources Committee confirm the agenda of the 16 February 2024 meeting.

Carried

2. Confirmation of Minutes

2.1 Minutes #17 of 14 December 2023

That the Ottawa Police Services Board's Human Resources Committee confirm Minutes #17 of the 14 December 2023 meeting.

Carried

3. Declarations of Interest

No Declarations of Interest were filed.

4. Items of Business

4.1 Safe Workplace Program Update

Presentation & Chief's report

The Service made a presentation on this item.

To answer a question relating to the preliminary feedback from the SOA and the OPA on the changes to the Program, the Service said they met with both Associations and both are comfortable with the direction it is moving in. The program will be relaunched with an internal communication strategy.

While there may be some hesitation with the realignment under Human Resources, the Service feels the relaunch of the program will help. All the changes made to the program were done in consultation with the Associations and based on feedback from members.

It was clarified that in terms of the number of complaints, the Service is monitoring the rate closely and so far, while it has only been a couple of months, there does not appear to be any sort of 'chilling' effect. They will continue to encourage reporting.

With regards to the third-party resources, it was noted that the Service is mainly using lawyers and building a roster of investigators with different expertise, competencies, etc., who also have an understanding of the *Police Services Act*. The Associations are involved in this as well.

The Service's next update to the Board will be at the annual update in October. The OPS is looking to engage the Board more in the program, including through resuming the external advisory committee that was previously co-chaired by the Chair and Chief.

The Committee directed that this update be brought to the full Board for information.

That the Ottawa Police Services Board's Human Resources Committee receive this report for information.

Received

5. Consideration of Motion to Move In Camera

That the Ottawa Police Services Board's Human Resources Committee adjourn the public portion of its meeting to move In Camera to discuss four labour relations matters.

Carried

6. Other Business

7. Adjournment

The meeting adjourned at 3:15 pm

8. Next Meeting

Thursday, March 7, 2024 - 10:00 AM

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne Resource:

**Deputy Chief Patricia Ferguson: Investigations, Information, and Organized &
Serious Crime / Enquêtes, Information, et Crime organisé et Crimes graves
FergusonP@ottawapolice.ca**

Krista Ferraro, Executive Director / Directrice exécutive

Krista.Ferraro@ottawa.ca

SUBJECT: COMMUNITY SAFETY AND POLICING ACT, 2019 (CPSA)

**OBJET: SÉCURITÉ COMMUNAUTAIRE ET LES SERVICES POLICIERS (LOI DE
2019 SUR LA)**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

Over the past 30 years, the nature of policing and community safety has significantly changed, resulting in the need to replace the current Police Services Act, 1990 with the Community Safety and Policing Act, 2019 (CSPA). In March 2019, the government passed this legislation, and published most of its proposed regulations in mid-December 2023. The 30 proposed Regulations under the CSPA will apply and extend to municipal police services and municipal police service boards, including the Ottawa Police Service Board (Board) as of April 1, 2024. The OPS has initiated an implementation plan to address the changes under the Act. This report provides the Board with information on

the Act and its Regulations, as well as any new information and progress on the OPS implementation plan.

The timeline:

- In 2012, the Government of Ontario agreed to the OACP's request for a Policing Summit with all major police stakeholders to discuss a process for developing a new Act.
- In March 2017, Justice Tulloch's Independent Police Oversight Review informed some of the changes in the new legislation.
- In 2018, Bill 175, the Safer Ontario Act, 2018, was passed into law.
- In 2019, a new Provincial Government withdrew the Safer Ontario Act and introduced (and subsequently passed) the Bill 68, the Comprehensive Ontario Police Services Act, 2019. Part of the Act was the Community Safety and Policing Act, 2019 (CSPA, 2019).
- In March 2019, the government passed this legislation, and published (26) of its proposed regulations in mid-December 2023.
- No new regulations have been posted since December 2023. It is expected four more regulations will be released in the coming months.
- February 26 – 29, 2024: CSPA Summit in Toronto, hosted by the Ministry
- Date to be determined: QA Sub-committee policy meeting with Ontario Police Services

The majority of the 30 proposed Regulations under the CSPA will apply and extend to municipal police services and/or municipal police service boards, including the Ottawa Police Service Board (Board) as of April 1, 2024. Some of these Regulations will be effective as of April 1st, however others will have transitional periods. The Regulations have not been finalized, and a thorough review by various OPS stakeholders is ongoing. The impact of the legislation and its Regulations will require Ottawa Police Service (OPS) and the Board to change their policies and procedures significantly. See Appendix A for list of Regulations. See Appendix B for changes for Municipal Police Boards.

The OPS is currently completing phase one of the implementation plan and starting to work on phase two to address the changes under the Act.

This report provides the Board with information on the Act and its Regulations as well as updates on the OPS and Board implementation plans.

DISCUSSION

The Community Safety and Policing Act, 2019 (CSPA) focuses on addressing community safety, enhancing police oversight, modernizing policing, and establishing consistent mandated training requirements. Transition periods have been incorporated to allow for compliance with operational and equipment-related changes (e.g., mandatory training and equipment obligations).

Significant changes to the province's legislative framework include but are not limited to:

- **Refined definition of Adequate and Effective Policing (O. Reg 392):** Under the CSPA, police service boards and the Commissioner of the OPP will be required to provide adequate and effective policing in their area of policing responsibility, in accordance with the needs of the population in the area and having regard for the diversity of the population in that area. The proposed regulation sets out certain standards, as well as requiring chiefs of police to develop procedures and take other steps, in relation to the following policing functions: Crime Prevention; Law Enforcement; Maintaining the Public Peace; Emergency Response; and Assistance to Victims of Crime.
- **Delivery and training of police services:** The training regulation has not yet been published by the province. The purpose of the proposed regulatory requirements relating to training under the CSPA is to prescribe training requirements for mandatory police officer training and Special Constable training, including exemptions and alternative requirements to mandatory training. Also, to prescribe training requirements on use of force and de-escalation techniques for police officers and certain categories of special constables; and prescribe the timeline in which members of a police service board must complete mandatory training.
- **Authority for the Inspector General of Policing:** The Ontario Civilian Police Commission will be dissolved, and its oversight functions will be taken over by the Inspector General's Office as of April 1st, 2024. The Inspector General will be responsible for complaints about Board members, oversight of adequacy and effectiveness of policing, compliance with the Act, Board policies, and procedures established by Chiefs.
- **Authority of the Law Enforcement Complaints Agency (LECA; formerly known as the OIPRD):** LECA will retain authority over all public complaints about the conduct of police officers and issues of a systemic nature. The LECA /

Complaints Director will have the power to investigate, even absent a public complaint if it is in the public interest to do so. There is a positive obligation to report misconduct to the LECA, which will significantly expand scope. The Complaints Director will direct complaints to the Chief or an external police Chief to conduct the investigation or retain the complaint. The Board will be responsible for the costs of LECA investigations, except in prescribed circumstances. Chiefs and Police Service Boards must establish written procedures regarding the right to report misconduct of an officer (or Chief or Deputy Chief as the case may be) by current and former members of the police service, without reprisal.

- **Police discipline/complaint process:** Modernization of police officer discipline, including suspension without pay for police officers, and duty of fair representation. Suspension without Pay is expanded to if the officer is charged with an off duty, “serious offence” and the Chief intends to terminate the officer. A serious offence is defined as any indictable offence, or hybrid offence (i.e., under the Criminal Code, Controlled Drugs and Substances Act, or the Cannabis Act) for which the Crown elects to proceed by way of indictment.
- **The introduction of** a standardized public complaints process for special constables. In relation to modernization of the special constable's framework, the ministry has introduced a new process in regulation for the receiving and addressing of public complaints.
- **Police Service Boards, including Board Policies:** The introduction of a police record check for prospective board members, mandatory training for board members, a board diversity plan, greater clarity between the board and chief responsibility, the requirement to publish directions given to the chief, setting the police budget.

OPS Implementation Plan

A/Supt. Nancy Murray is leading the implementation plan for changes related to the Act and the Executive Sponsor is Deputy Chief Ferguson. Our primary objective is to ensure we comply with the new act and its regulations by modifying our policies & procedures, processes, and practices. The Inspectorate of Policing is advocating for a project management approach. As such, the implementation lead is working with the subject matter experts in identifying the key milestones, deliverables, and various stakeholders involved in each of the regulations. Ongoing consultation meetings with the Board have also been established to ensure alignment in our objectives and strategies and to discuss any implementation challenges. It is anticipated that significant changes will be required for professional standards, training, equipment,

investigations, police emergency responses (i.e., Active Shooter), and legal services. Currently, detailed reviews are underway to help identify deliverables, milestones, and timelines.

Investigations: A regulation that establishes investigative standards relating to the undertaking and managing of all investigations by members of police services. This includes all significant investigations under the Criminal Code, Cannabis Act, and the Controlled Drug and Substances Act.

- Require that every Investigation be undertaken by an "Investigator", or "Senior Investigator", as determined by a supervisor and having considered specified factors to adequately undertake the Investigation.
- Create obligations and requirements for an Investigator and Senior Investigator in relation to an Investigation.
- Establish responsibilities for a supervisor in relation to monitoring and providing support to ensure that the Investigation is carried out effectively.
- Update responsibilities for the Chief of Police in relation to developing procedures; and
- Requirements for every police service board and the Solicitor General to establish a policy with respect to the conduct of Investigations.

Police Emergency Responses: A new Regulation regarding Active Attackers will require mandatory equipment (at least one tourniquet and at least one pressure bandage or trauma dressing; access to a battering ram and bolt cutters), and updates of policies and procedures. Active attacker and emergency response have been identified by the Policy Development Office as one of the key areas for policy review during the first policy rollout.

Legal Services: The CSPA and its regulations are currently being reviewed and they are tracking changes in the new legislation.

Training is being developed on the CSPA discipline/complaint/adjudication process to roll out to our Professional Standards Unit starting end of March.

Policy Development Office: As a result of the CSPA, all OPS policies and procedures are in the process of being reviewed. We are fully connected with the Board to align our review process and are engaging our internal stakeholders and experts in our review process. Externally, we will be attending meetings with the Ministry and other services to ensure we are developing our policy and procedure based on best practices across the province. These meetings will also help identify major changes that need to be addressed.

As a part of the Policy Development Office review, policies and procedures will be rolled out in stages. For the first rollout, 11 key areas have been identified. This rollout process aims to ensure policies and procedures are updated accurately and comply with all CSPA requirements, focusing on producing quality over quantity. Policy owners for most of the first rollout areas have been identified, and an email has been sent out explaining the work to come from the CSPA.

The following identifies some of the top priorities for review:

- Emergency Response, Active Attacker, and Investigations will involve multiple policy/procedure documents, and a thorough review of the current practices is essential here.
- Special Constable procedures need to be developed and included in misconduct investigations.

As these are large areas, with some holding multiple policies and procedures, the review and development process will take considerable time.

To help standardize the approach, a new policy development framework and associated procedure have been reviewed by our internal Policy Advisory Committee, which will be discussed for approval at the next meeting in March. This will feed into the development plan from the Policy Development Office.

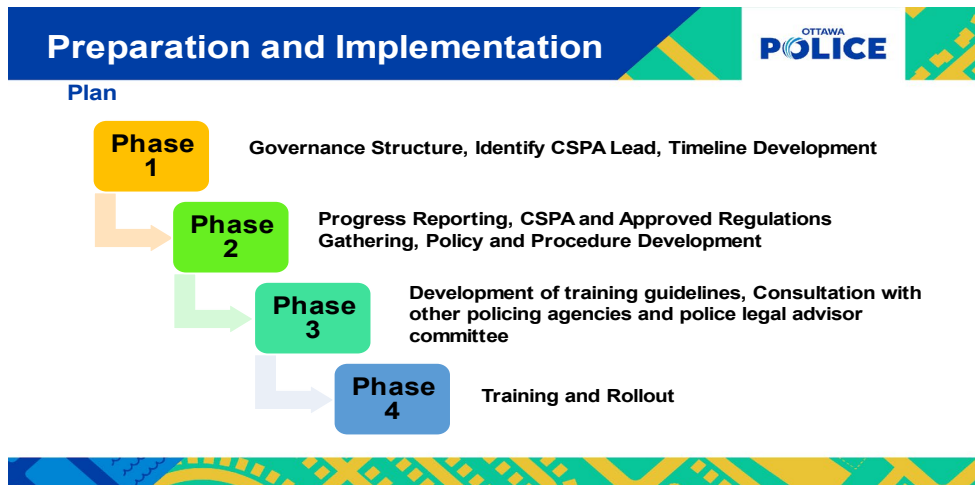
Many variables may influence timelines and the completion of policy reviews. With over 200 policies and procedures, not all will be reviewed by the April 1st deadline. The first meeting with the Ministry will occur at the CSPA Summit at the end of February, informing the process going forward. A policy QA subcommittee meeting is also being discussed with Services Ontario-wide to address the CSPA. Until these key meetings take place to address the changes and potential areas of concern, the Policy Development Office is still in the discovery phase for rolling out policy work.

It is important to note these changes could put pressure on the OPS budget. We currently have 3 Full-Time FTEs in the Policy Development Office. Two of these positions are working on the CSPA policy implementation plan. While the CSPA remains a top priority, other work is being done by these FTEs to support OPS in various governance capacities. There may be budget implications to increase the number of full-time FTEs in the Policy Development Office. This would address the large volume of policies and procedures to be reviewed on an ongoing basis, help address the importance of policy and procedure in the CSPA and ensure compliance with the Act. More information on this will be provided once the discovery phase is completed.

Implementation Plan Progress

Figure 1 represents the proposed phased approach to implement changes from the CSPA.

Figure 1. Preparation and Implementation of the CSPA



Phase 1: Developing the proposed Governance Structure

A governance structure has been developed, the CSPA regulation sponsors have been identified, and an implementation targeted timeline has been created. Currently, the CSPA lead continues to review the legislation and its regulations to identify needs from a strategic lens. Additionally, the Policy Development Office is identifying areas that require OPS policy and procedure changes.

Phase 2: Progress Reporting, CSPA and Approved Regulation Gathering, Policy and Procedures Development

A progress tracker is in development with the deliverables, milestones, and anticipated costing. Regular meetings will be held with the CSPA Implementation Lead to identify updates and challenges. The CSPA lead will also be reviewing all updates to ensure they meet the requirements (i.e., documentation from the legal and policy offices).

The Policy Development Office will work with the CSPA lead and each Regulation Sponsor to ensure new policies and procedures are updated in accordance with the new policy lifecycle, which establishes a formalized process for review and consultation. Findings from our reviews and consultations will be available for the CSPA Implementation lead to review, to ensure any updates meet regulatory requirements. The Policy Development Office intends to work with the Police Service Board during this stage to ensure alignment with their policy and procedures.

Phase 3: Developing Training Guidelines, Consultation with other Police Agencies, and Police Legal Advisor Committee

The upcoming CSPA Summit on February 26th – 28th

(<https://www.oacp.ca/en/news/joint-oacp-pao-oapsa-osopa-community-safety-and->

[policing-act-training-february-2024.aspx](#)) organized by the Ontario Association of Chiefs of Police, Police Association of Ontario, the Ontario Association of Police Services Boards, and the Ontario Senior Officers Police Association, will serve as a forum to provide a shared understanding of the Act and its Regulations. The Inspectorate of Policing will also act as a resource to support the policing sector leading up to the CSPA commencement date. To this end, the Inspectorate's Police Services Advisors will continue to work directly with police services, chiefs of police, and police services boards to provide liaison and advisory services toward readiness to transition to the new CSPA framework.

Development of training guidelines will be based on the new training Regulation.

Phase 4: Training and Rollout

To be determined by timelines set out in the CSPA and its regulations. The training regulation is expected but has not yet been released by the Ministry.

Update on Board Implementation Plan

Review of the new requirements of the CSPA as they relate to police services boards is ongoing. A number of areas to be addressed by the Board have already been identified and these are outlined in Appendix 3.

As mentioned in the January update, external legal counsel experienced in the *Police Services Act* will be supporting the Board in its review and implementation of the new requirements of police services boards under the Act. Legal counsel will work with the Executive Director (the Board's Implementation Lead), to bring recommended policy, procedure, and bylaw updates/revisions to the Board and any relevant Board Committees.

The in-force date of the CSPA is April 1, 2024. The Board will make its best efforts to ensure compliance with a number of the new requirements by the in-force date. Prioritization will consist of reviewing requirements that are relatively straightforward to address, as well as identifying any requirements that may be deemed a priority due to the risk they pose to the Board and/or Service. However, recognizing that some changes are more complex and will require more analysis and discussion, both at the Committee and Board level (such as new policy requirements and changes to labour relation practices), full compliance will not be possible on April 1st. Given the CSPA Summit intended to provide a shared understanding and additional clarity on the Act and its Regulations has yet to take place (it is occurring February 26-28) and in light of the fact that some regulations have still not been released, the majority of Boards and Services in the province will find themselves in a similar position.

The Executive Director continues to have weekly meetings with OPS leads to remain coordinated on the implementation of the new requirements of the CSPA. As OPS leads complete their review of Service policies to identify required updates, they will be flagging for their potential impact on any corresponding Board policies.

While the Ontario Association of Police Services Boards (OAPSB) indicated they are working on a checklist for boards to identify new requirements, one has yet to be provided.

Board staff across the Big 12 Police Boards in the province are regularly sharing information and discussing the requirements of the new Act, which has been helpful in further clarifying interpretations and needs.

CONSULTATION

Consultation will take place throughout the implementation plan according to the identified needs of each regulation.

More information on the CSPA and its regulations will be provided at the upcoming Ontario Association of Police Service Boards (APSB) Community Safety and Policing Act, 2019 Summit scheduled for the end of February.

FINANCIAL IMPLICATIONS

Financial Services will be engaged when cost implications are identified by the Subject Matter experts to give a thorough assessment of the financial implications. We also anticipate budget implications/requests related to meeting the regulations within the new Act. These financial implications will be determined in Phase 2 and 3 of the implementation plan.

SUPPORTING DOCUMENTATION

Appendix A – Regulations

Appendix B – Overview of Municipal Police Service Boards under the CSPA

Appendix C – New Board Requirements under the CSPA

CONCLUSION

OPS remains dedicated to ensuring a thorough and proactive response to the legislative changes introduced by the Community Safety & Policing Act and its Regulations. Utilizing the RACI matrix as a strategic tool, we are diligently working to identify the key roles, deliverables, and milestones to ensure a comprehensive and proactive response. Our dedicated efforts are aimed at meeting the expectations set out in the new legislation. We will be updating the board regularly on this topic as well as working with

the board on regulations that require both to comply. By fostering a thorough understanding and implementation of the regulatory framework, OPS is poised to navigate these changes.

APPENDIX A: Regulations

The chart below provides a list of regulations that apply and extend to municipal police services and municipal police service boards. The regulations listed below have been approved by Cabinet and filed as of Dec 18, 2024.

O. Reg 391/23	Use of Force and Weapons
O. Reg 392/23	Adequate and Effective Policing (General)
O. Reg 393/23	Active Attacker Incidents
O. Reg 394/23	Major Case Management and Approved Software Requirements
O. Reg 395/23	Investigations
O. Reg 396/23	Matters Respecting the Appointment and Functions of Special Constables and the Authorization of S/Cst Employers
O. Reg 397/23	Vehicle Pursuits
O. Reg 398/23	Alternative Provision of Policing Functions
O. Reg 399/23	General Matters Under the Auth of the Lieutenant Governor in Council
O. Reg 400/23	Collection of Identifying Information in Certain Circumstances - Prohibition and Duties
O. Reg 401/23	Conflicts of Interest
O. Reg 402/23	Political Activity
O. Reg 403/23	Ontario Police Arbitration and Adjudication Commission
O. Reg 404/23	Adjudication Hearings

O. Reg 405/23	Police Uniforms and Equipment
O. Reg 406/23	Discipline
O. Reg 407/23	Code of Conduct for Police Officers
O. Reg 408/23	Code of Conduct for Police Service Board Members
O. Reg 410/23	Code of Conduct for Special Constables
O. Reg 411/23	Complaints About Special Constables
O. Reg 412/23	Disclosure of Personal Information
O. Reg 413/23	Amount Payable by Municipalities for Policing from Ontario Provincial Police
O. Reg 414/23	Community Safety and Wellbeing Plans - Publication and Review
O. Reg 415/23	Cost of Adjudication
O. Reg 416/23	Oaths and Affirmations

APPENDIX B: Overview of Municipal Police Service Boards under the CSPA

Overview of Municipal Police Service Boards under the CSPA

Police services boards oversee how policing is provided in their local community. They contribute to their community's safety and well-being by working with local citizens and organizations to make sure their community receives the appropriate policing it needs.

Under the CSPA, municipal police services boards are responsible for:

ensuring that adequate and effective policing is provided	determining objectives and priorities for police services	establishing policies for the effective management of the police service	appointing members of the police service
recruiting and appointing the chief of police and any deputy chief	monitoring the performance of the chief of police	participating in collective bargaining and working agreement processes as the employer	

Under the CSPA, municipal police services boards will be subject to requirements, including:

<p>Number of board members - The municipal board shall be composed of five members unless the municipality passes a resolution to change the number of members (to seven or nine members).</p>	<p>Strategic Plan - The police service board shall, in accordance with the regulations, if any, prepare and adopt a strategic plan for the provision of policing, which shall address at least a range of prescribed matters.</p>	<p>Estimates - A municipal board shall submit operating and capital estimates to the municipality that will show, separately, the amounts required to provide adequate and effective policing in the municipality; comply with the CSPA and its regulations; and, pay the expenses of the board's operation.</p> <p>The format of the estimates, the period that they cover, and the timetable for their submission shall be determined by the municipality.</p>
<p>Composition - A municipal board that is composed of five members shall consist of:</p> <ul style="list-style-type: none"> (a) the head of the municipal council or, if the head chooses not to be or is ineligible to be a member of the board, another member of the municipal council appointed by resolution of the municipality; (b) one member of the municipal council appointed by resolution of the municipality; (c) one person appointed by resolution of the municipality, who is neither a member of the municipal council nor an employee of the municipality; and (d) two persons appointed by the Lieutenant Governor in Council. 	<p>Consultations - In preparing or revising the strategic plan, the police service board shall consult with various parties, including the chief of police, diverse communities and/or First Nation band councils, and the municipal council of any municipalities in the board's area of policing responsibility.</p>	
	<p>Annual Report - On or before June 30 in each year, the police service board shall file an annual report with its municipality or band council.</p>	



Appendix C – New Board Requirements under the CSPA

Requirement	Description	Priority
Name change – section 31	<p>The legal name of the Board shall be the Ottawa Police Service Board. The plural form of “Service” is dropped.</p> <p>Board logos, templates, website, agenda, and other documents, will need to be updated with the new legal name.</p>	High
Mandatory training for Board members – section 35	<p>Mandatory training will be required to be taken by all Board Members in the areas of roles and responsibilities, human rights, systemic racism, the diverse, multicultural, multiracial nature of Ontario society, and the rights and cultures of First Nation, Métis, Inuit Peoples.</p> <p>Modules have yet to be released by the Ministry however the first module on “Roles and Responsibilities” was expected in February.</p> <p>Board members who do not complete the mandatory training by the deadlines specified by the Ministry will not be able to exercise their powers or perform their duties.</p>	High
Diversity Plan – section 37(1)(e)	<p>The Board will be required to prepare and adopt a diversity plan to ensure that the members of the Service reflect the diversity of the community.</p>	High
Labour Relations – section 220	<p>Identify positions which fall within the scope of section 220 and develop measures to implement.</p>	High

Special Constable appointments – section 92	In addition to appointing special constables, which is an existing Board responsibility under the current Act, update policies to reflect enhanced Board responsibilities.	High
Police Officer appointments	Ensure that policies with respect to the appointment of persons to be police officers are up to date.	High
Procedure Bylaw changes – section 44 etc.	Establish mechanism required by section 40, possibly through a Board committee, consider procedure to use for section 40(5) matters, update in-camera procedures and timing of agenda preparation and release.	High
Information Sharing Protocol with Municipality – section 41(3)	Review and/or create an information sharing protocol with the municipality. A low priority item given that the Board is required to share information in any event.	Low
Committees and Delegated Authority	Review of procedures to align with ability of Board to delegate and create committees which include non-members.	Low
Code of Conduct	Review revised Board Member Code of Conduct with all Board members.	High
Annual Report – section 41	Ensure that annual reporting process is updated to include new requirements. Note June 30 th annual deadline.	Medium
Facilities review – section 37(1)(j)	Ensure that facilities are in compliance. Seek guidance regarding facilities which are owned by the City rather than the Board.	Medium

Policy scope review – section 38(2), (5) and (6)	Review of Board policies to ensure that the policies are within the permissible scope.	Medium
Strategic Plan – section 39	Update strategic planning process.	Low
Direction to Chief of Police scope review – section 40	Review of Board policies to ensure that the policies are within the permissible scope of direction.	Medium
Publication of direction to Chief of Police – section 40(9)	Ensure that all directions are published.	High
Right to report misconduct – Part XI	Ensure that the Board and the Chief of Police have created procedures with respect to the disclosure of misconduct.	High
Protection from reprisals – section 190	Ensure that the Board and the Chief of Police have created procedures with respect to identification and reporting of allegations of reprisal.	High
Legal indemnification policy – section 38(4)	Ensure that any existing legal indemnification policy is amended to reflect section 38(4).	Low
Temporary assistance requests – section 19	Ensure that there is a Board policy with respect to temporary assistance requests.	Medium
Extra policing cost – section 18	Ensure that there is a policy with respect to recovery of costs arising from special events.	Low

Alternative provision of police services – section 14	In consultation with the Chief of Police, consider whether the Board can and should enter into agreements for alternate provision of some services.	Low
Police Cadets – section 90	Consider whether to have a Board policy.	Low

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**John Steinbachs, Executive Director of Strategy & Communications / Directeur
Exécutif Stratégie & Communication
SteinbachsJ@ottawapolice.ca**

SUBJECT: 2024 INTERNAL AUDIT WORK PLAN

OBJET: PLAN DE TRAVAIL DE VÉRIFICATION INTERNE POUR 2024

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board approve the 2024 Internal Audit Work Plan as endorsed by the Finance and Audit Committee.

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa approuve le Plan de travail de vérification interne pour 2024 tel qu'il a été appuyé par le Comité des finances et de la vérification.

BACKGROUND

As per OPSB CR-9 Audit Requirement Policy, the Internal Audit Work Plan will be reported to the OPSB annually. The process requires the Finance and Audit Committee's (FAC's) endorsement before presenting the Work Plan to the Board for approval.

Internal Audit is central to the Ottawa Police Service's (OPS) quality assurance process, providing the Chief of Police with an independent assessment of internal controls, risk management practices and governance processes. The goal is to identify improvements to operations while ensuring the delivery of adequate and effective policing services.

Internal Audit maintains a positive organizational relationship by working closely with management. Findings and recommendations are shared in a manner that promotes continuous improvement.

The Internal Audit work plan is developed with the organization's priorities in mind. Several inputs, including the OPSB Strategic Plan, the 2024 Budget, Strategic Project Health, Risk Assessments, Past Audits, and Work Plans from other municipalities, are considered.

Developing the Work Plan involves careful consideration of available capacity while maintaining flexibility to address emerging priorities. Currently, the OPS employs one full-time Internal Auditor responsible for developing and implementing the Work Plan.

With the Senior Internal Auditor on a developmental opportunity, a process has been initiated to hire a second Auditor and Quality Assurance Coordinator. These staffing actions are required to ensure appropriate capacity to deliver the plan and support Ministry Inspections and the Ottawa Auditor General's Risk Assessment activities.

The 2024 Work Plan includes several key deliverables, including two engagements aligned with strategic objectives. Additionally, the plan consists of the regulatory requirement of auditing property and evidence control.

DISCUSSION

The authority for Internal Audit is established through Regulation, Ministry Standards, and oversight from the OPSB and the Chief of Police. These requirements are set out in the following regulations and policies:

- O. Reg. 3/99 Adequacy and Effectiveness of Police Services section 35 requires that every board and chief of police shall implement a quality assurance (QA) process relating to delivering adequate and effective police services and compliance with the Act and its regulations.
- Adequacy Standard LE-020 "Collection, Preservation and Control of Evidence and Property" specifies that every Chief of Police should ensure that an annual audit of the property/evidence control function is conducted by a member(s) not routinely or directly connected with the property/evidence control function.
- To meet the legislative requirements and support the OPSB's responsibilities, OPSB Policy CR-9 was created. The policy mandates that the Chief of Police ensure that quality assurance and audit practices align with statutory requirements and the generally accepted principles and standards for internal auditing.

- Internal Audit operates under the OPS Audit Policy 1.06 to comply with the OPSB requirement.
- Additionally, the Chief of Police approved the Internal Audit Charter that defines the internal audit's purpose, authority, and responsibility within the organization.

2024 Audit Work Plan & Preliminary Objectives

- **Property and Evidence Control (Legislative):** To provide assurance that properties held as evidence items are handled in accordance with regulatory standards and established OPS policies and procedures.
- **Accommodations Strategy:** To provide assurance that the accommodations strategy addresses the organization's needs and aligns with regulatory requirements.
- **Paid Police Duty:** To assess the organization's oversight of paid duty assignments, focusing on ensuring policy compliance, equitable treatment of employees, and promotion of health and safety.
- **Audit Follow-Up:** Internal Audit will continue to monitor progress on past management action plans to ensure recommendations are implemented.

The Work Plan maintains flexibility to address emerging priorities directed by the Chief of Police, which includes allocating resources to meet the requirements for:

- Auditor General's risk assessment activities.
- Scheduled Ministry Inspections in 2024.
- Independent reviews of processes and systems as required.

CONSULTATION

The FAC endorsed the Internal Audit Work Plan on February 2, 2024

FINANCIAL IMPLICATIONS

Subject to potential outcomes from audit recommendations, no immediate financial implications are forecasted for the 2024 Audit Plan.

CONCLUSION

The proposed plan aligns with our strategic goals of enhancing trust in the community, promoting a resilient and thriving workforce and improving fairness, diversity, and inclusion in our processes. It is also designed to deliver our commitment to regulatory compliance. Internal Audit is a critical function that supports the organization's vision of being a trusted partner in building an inclusive, equitable, and safe Ottawa.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**Deputy Chief Steve Bell, Chief Administrative Officer/ agent administratif principal
Bells@ottawapolice.ca**

SUBJECT: FINANCIAL ACCOUNTABILITY PROCEDURES MANUAL UPDATE

**OBJET: MISE À JOUR DU MANUEL DE PROCÉDURE DE RESPONSABILITE
COMPTABLE**

REPORT RECOMMENDATIONS

**That the Ottawa Police Services Board approve the updated Financial
Accountability Procedures Manual as endorsed by the Finance and Audit
Committee.**

RECOMMANDATIONS DU RAPPORT

**Que la Commission de services policiers d'Ottawa approuve le Manuel actualisé
de procédure de responsabilité comptable tel qu'il a été appuyé par le Comité des
finances et de la vérification.**

BACKGROUND

The Financial Accountability Procedures Manual (the "Manual") constitutes the Police Services Board's (the Board's) governance over delegated authorities for the Ottawa Police Service (OPS) for contract awards, consultant hirings, payment processes, and other financial administrative matters.

The Board's Financial Accountability Procedures (FAP) Manual was first approved in June 1996 under the name Finance and Administration Procedures Manual.

Previously, the Board's Policy and Governance Committee was responsible for initiating a full review of the manual once every four years, at minimum. That was

changed to the Board's Finance and Audit Committee at the Policy and Governance meeting of October 5, 2023.

The Board's Financial Accountability Procedure Manual was last updated in 2018.

A revised 2024 version of the Manual has been prepared with numerous updates, which include, but are not limited to, updates to definitions, approval authorities, and procurements thresholds.

DISCUSSION

The highlights from the FAP manual update were presented to the Finance and Audit Committee on February 2nd, 2024.

The presentation to the Finance and Audit Committee (FAC) did not encompass all the changes that are being proposed to the manual. The items presented were the topics that are believed to be the most important and required further context to appreciate the changes being presented. All the changes to the FAP were included in the supporting materials provided to the FAC.

Legislative Update

The FAP Manual currently refers to the Police Services Act in several sections. Given the new Community Safety and Policing Act is coming into force in a few short months, the Legal team was consulted and confirmed that the only changes required included updates to the existing referenced sections to the similar sections in the new legislation.

Capital Budgets and Projects

A change in relation to the percentage threshold for changes to capital budgets and capital projects has been proposed. This is covered within Section 3.1.3.3 and 3.3.1 respectively.

The first of the two sections touches on capital budgets. A capital budget is requested annually for IT, Fleet, Facilities etc. Within each capital budget there are a multitude of projects that makeup that capital budget ask, and that is what the second section touches on, the capital project contracts.

By increasing the percentage threshold it will help to avoid smaller capital project contracts that need amendments from having to go to the Board for approval. For example, if there was a \$500,000 contract that was approved by the Board, any change that was above \$50,000 to the contract would trigger the need to seek Board approval again due to the current 10% threshold. Increasing the limit to 25% would allow the organization to have added nimbleness for these changes. This proposed change would still limit any changes to the current \$250,000 maximum.

Return of Operating Funds to Capital Reserves

A new subsection has been introduced to provide governance procedures to follow with regards to returning funds to OPS' capital reserves.

Where capital funding has been transferred one time to operating during the year, or during the budget process, it can be returned to the capital reserve if unspent by year-end, if approved by the Chief of Police. Likewise, any year-end surpluses relating to debt payments, may also be returned to the capital reserve if unspent by year-end.

This does not include the return of budget surpluses to an OPS reserve or have OPS reserves cover an operating budget deficit. Those will still be balanced accordingly utilizing the City's Tax Stabilization Fund.

Procurement Procedures

Section 3.2.3 provides the thresholds in relation to what procedures must be followed regarding how goods and services are procured, based on their dollar value.

No changes are proposed for the first two levels. Up to \$15,000, the standing offer list is utilized and payment by corporate card is acceptable.

The threshold that has been changed is the increase from \$50,000 to \$75,000. This is the maximum of the third level, in which, if exceeded, a Purchase Order is required. To generate a Purchase Order, the OPS will work with the City Supply Branch Office, and if deemed competitive, the agreed-to process on MERX will ensue. Otherwise, if below this \$75,000 threshold, the usual process of reviewing the Standing Offer list and/or obtaining three quotes is required. This increase was brought upon given the higher price points the Service continues to deal with due to inflation/

One other important proposed change to be applied to all the dollar values that justifies the requested increase, is to change these figures to after-tax amounts. The OPS is now processing many of its vendor invoices and payments through the ARIBA platform, which operates on an after-tax basis for approvals. Therefore, this will better align the FAP Manual with ARIBA procurement and approval requirements.

Delegated Spending and Contract Authority – Competitive

Subsection 3.2.4.2 outlines the dollar thresholds each rank within the OPS has the authority to approve up to for competitive purchases.

Firstly, the Delegated Spending and Contract Authority amounts have also been revised to reflect after-tax amounts.

Secondly, the updated Manual includes increases to the majority of the ranks for competitive purchasing. These limits have been updated in recognition that the numbers are based on after-tax amounts now and to keep pace with the purchasing power that is lost due to years of inflation.

There are also two important position changes to the list.

The first being Civilian members now have the same authorities as Constables, which was not spelled out previously resulting in non-supervisory civilian positions having no purchasing authority.

The second is removing the Board Chair from the list of positions since the Board Chair alone isn't the one approving Board-related purchases, rather, they are brought to the full Board for approval at the regular meetings.

Delegated Spending and Contract Authority – Non-Competitive

Similarly, the non-competitive contract authorities are recommended to be increased for all levels, within subsection 3.2.4.3. Similar justification for the increases exists here, as was highlighted from the previous section, factoring in inflation and the update to after-tax amounts.

The position of Board Executive Director has been added, as this was previously missing from this section. Similarly, the position of the Board Chair is being removed from the Competitive contract authorities.

Travel

As it stands, the FAP Manual travel requirements state that any prior authorization of funds for travel outside of Canada must be approved by the Chief of Police. Two main changes to this Section have been proposed.

First, the United States has now been added to not require prior authorization by the Chief, and now may be authorized by Senior Officers. There are many Specialty Sections within the Service that require unique training, and often these courses and opportunities are offered only in the United States or at other international locations. Therefore, including the US in this subsection removes some of the previous restrictions that these Sections face.

At the same time, traveling to a course in Vancouver may be more expensive than a course in New York, so this is why the Second proposed update is brought in, to impose a limitation on the dollar value.

The second identified change ensures that the Chief, or delegate, is still providing approvals on travel that exceeds the identified threshold of \$8,000 CAD, as converted

from any local currencies. This now flags any high dollar proposed travel, within Canada, and the US.

By imposing these “either, or” scenarios, this update will ensure any international travel or higher ticket course, or conference is being directed to the Chief for approval.

Covert Assets

Another new section to the FAP Manual surrounds the purchasing of covert assets. The purchase of covert assets will still follow the delegated spending authority limits contained in the Manual, and if the purchase is large enough and requires approval by the Board it will be done so in camera. The main deviation from the FAP Manual for covert purchases would be that a PO through the City’s Procurement team wouldn’t occur.

Disposal of Assets

The last new section introduced to the FAP Manual revolves around the disposal of assets. This is introducing into policy what has been done procedurally for years. Assets that have a residual value at the end of their life will either be sent to auction or shipped back to the vendor when purchasing replacement assets at a negotiated discounted price. Rarely will the OPS donate any of its assets, but on the occasion this may occur, it is usually to a smaller neighboring police service.

Other Updates

The additional points below briefly touch on some further amendments made throughout the FAP Manual:

1. Any position title changes were updated in the document, e.g. Director General changed to Chief Administrative Officer
2. There were several occasions that didn’t include a delegate for the Chief of Police and that option has been added for the Chief to exercise.
3. A handful of new definitions have been added to the document:
 - a. Assigned Office
 - b. Home Office
 - c. Competitive Contract Authority
 - d. Non- Competitive Contract Authority
4. The CFO has been given authority to approve any requests for signing authority that vary from the approved limits.
5. The conflict-of-interest disclosure process has been elaborated on to provide direction on whom to report a potential conflict of interest to

6. Some escalation steps and timelines have been added for the finance team to follow when tracking down any late travel claims.

FINANCIAL IMPLICATIONS

N/A

SUPPORTING DOCUMENTATION

Document 1: Financial Accountability Procedures Manual

Document 2: Financial Accountability Procedures Manual Update PowerPoint

CONCLUSION

The updated Financial Accountability Procedures Manual will assist the OPS in executing its financial responsibilities.

THE OTTAWA POLICE SERVICES BOARD



FINANCIAL ACCOUNTABILITY PROCEDURES MANUAL

APPROVED TBD

Adopted by By-law #1 of 2024

OTTAWA POLICE SERVICES BOARD

BY-LAW NO 1 OF 2024

A by-law of the Ottawa Police Services Board to amend By-law No. 1 of 2008 to adopt a revised Financial Accountability Procedures Manual of the Ottawa Police Services Board.

The Ottawa Police Services Board enacts as follows:

- 1. By-law No. 1 of 2008 entitled “A by-law of the Ottawa Police Services Board to adopt the Financial Accountability Procedures Manual of the Ottawa Police Services Board”, as amended, is amended by repealing Annex A and by substituting the new Annex A, attached hereto, in its place.**
- 2. This by-law shall come into force and take effect on the date of passing.**

ENACTED AND PASSED this 26th day of February, 2024.

EXECUTIVE DIRECTOR

CHAIR

FINANCIAL ACCOUNTABILITY PROCEDURES MANUAL

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CHAPTER ONE: LEGISLATIVE AUTHORITY

1.0 LEGISLATIVE AUTHORITY

1.1 INTRODUCTION

Section 38(1)(a) of the *Community Safety and Policing Act, 2019 (CSPA)*, states that, “A Police Service Board shall establish policies respecting the administration of the police service”.

The respective roles and responsibilities of both the City of Ottawa Police Services Board (the “Board”) and the Chief of Police are set out in detail in the *Community Safety and Policing Act*. In general terms, the division of responsibilities between the Board and the Chief of Police is based on the distinction between policy decisions on the one hand and operational and administrative decisions on the other. The Board has the authority to make policy decisions and the Chief of Police has the authority to render all operational and administrative financial decisions.

Any successor legislation to the Community Safety and Policing Act will serve as the subsequent point of reference for this manual, as deemed required.

1.1.1 THE BOARD

The Board has the authority to establish the objectives and priorities of the Ottawa Police Service. In accordance with Subsection 79(2)(c) of the CSPA, a Chief of Police is required to comply with the lawful directions of the Board. The practical effect of these legislative authorities is that the Board determines overall policies that would include various priorities and objectives and the Chief of Police selects the methods and means of attaining these goals.

The Board also possesses the power to determine the Ottawa Police Service budget by deciding the personnel, equipment and facilities that are required in order to provide police services to the citizens within its jurisdiction, as outlined under Subsection 50(2) of the *Community Safety and Policing Act*. After having made this determination, the Board is required to submit its budgetary estimates to the City of Ottawa Council for approval.

1.1.2 CHIEF OF POLICE

The Chief of Police has general authority to make the operational, and administrative decisions required to operate the Police Service. The Chief of Police’s specific role and responsibilities are set out in Section 79 of the *Community Safety and Policing Act*.

CHAPTER ONE: LEGISLATIVE AUTHORITY

1.1.3 BUDGET

The Chief of Police plays a consultative role with respect to the budget of the Board. In that regard, the Chief of Police may develop and recommend budget expenses to the Board.

1.1.4 OPERATIONS OF THE OTTAWA POLICE SERVICE

The day-to-day operation of the Ottawa Police Service requires delegation of certain authorities by both the Board and the Chief of Police. All such delegations as they pertain to financial administration are set out within this Manual.

1.2 DEFINITIONS

In this Manual:

- (a) "Assigned Office" means an employee's assigned OPS office location to perform their designated duties for a short duration (i.e. week or less), if this differs than their "Home Office";
- (b) "Board" means the Ottawa Police Services Board;
- (c) "Chief Administrative Officer" means Chief Administrative Officer, Corporate Services of the Ottawa Police Service;
- (d) "Chief Financial Officer" means the Chief Financial Officer of the Ottawa Police Service;
- (e) "Chief Official" means any of the Chief Financial Officer, Chief Information Officer, Chief Strategic Planning Officer and Chief Human Resources Officer of the Ottawa Police Service;
- (f) "Chief of Police" means the Chief of Police of the Ottawa Police Service;
- (g) "Competitive Contract Authority" is a form of procurement used to acquire goods or services when there are multiple vendors willing and able to provide the required goods or services;
- (h) "Deputy Chief" means Deputy Chief Operations or Operations Support of the Ottawa Police Service;

CHAPTER ONE: LEGISLATIVE AUTHORITY

- (i) "Executive Director" is the Executive Director of the Police Services Board;
- (j) "Home Office" means an employee's main designated work location;
- (k) "General Counsel" is the General Counsel of the Ottawa Police Service;
- (l) "Non-Competitive Contract Authority" is a form of procurement used to acquire goods or services from a specific vendor, as there are no other vendors willing or able to provide the required goods or services;
- (m) "Senior Officer" means a Superintendent, Chief Official, Inspector, or Civilian Director of the Ottawa Police Service.

CHAPTER TWO: ADMINISTRATIVE PROCEDURES

2.0 ADMINISTRATIVE PROCEDURES

2.1 FORMS AND RECORDS

2.1.1 FORMS

The Chief of Police shall have the authority to approve all administrative procedures and forms.

2.1.2 CUSTODY

Original contracts, agreements and other documents shall remain in the custody of the Chief Administrative Officer, or his/her designate, for safekeeping.

2.1.3 ACCESS TO FINANCIAL INFORMATION

The Chair is designated as the head of the institution for the purposes of administering the Municipal Freedom of Information and Protection of Privacy Act. With respect to requests related to files held by the Board, the powers and duties of the head may be delegated to the Executive Director. With respect to requests related to files held by the Ottawa Police Service, the powers and duties of the head may be delegated to the Chief of Police.

2.1.4 BOARD MEMBERS ACCESS TO INFORMATION AND ADVICE

.1 General Principle

As a general principle, all Board members, acting in their capacity as members of the Board and in the performance of their official duties, shall have timely access to information under the control of the Police Service and shall direct all requests for such information and advice related thereto to the Chief of Police.

.2 Access by Chief of Police

The Chief of Police shall have full, free and unrestricted access to all records, reports, property and personnel of the Police Service, subject to any restrictions established by law.

CHAPTER TWO: ADMINISTRATIVE PROCEDURES

2.2 EXECUTION OF DOCUMENTS AND PRODUCTION

2.2.1 INTRODUCTION

When execution of documents is required, the Board Chair and Executive Director are authorized to sign documents in the name of the Board.

In principle, all contracts, agreements and other documents intended to legally bind or commit the Board in any manner are to be executed by both the Board Chair and Executive Director. However, the Board has delegated authority to persons who may act on behalf of the Board. Provided that the requisite external and internal approvals have been obtained, funds are properly available or appropriated and all other preconditions have been satisfied, these persons may exercise complete or limited authority to execute documents on behalf of the Board.

2.2.2 AUTHORITY TO EXECUTE DOCUMENTS

.1 General Authority

Subject to the exceptions set out below, all contracts, agreements or other documents having the effect of, or with the intent of, legally binding or committing the Board in any course of action shall be signed by two of the following:

- (a) The Board Chair or in the absence of the Board Chair, the Vice Chair;
- (b) The Executive Director; and
- (c) The Chief of Police or, in the absence of the Chief of Police, the Chief Administrative Officer or the Deputy Chief.

.2 Delegations of Authority

Where delegations of authority have been granted by the Board to the Chief of Police or employee of the Police Service, the delegation includes the authority to execute any related documents in the name of the Board, unless the terms of the delegation require the signature of the Board Chair and Executive Director.

CHAPTER TWO: ADMINISTRATIVE PROCEDURES

.3 Approved Budget Items

Where authority exists within an annual operating or capital budget, the Chief of Police, or designate, may execute, in the name of the Board, any documents required to give effect to such approved expenditure provided that:

- (a) Funds are available as certified by the Chief Administrative Officer;
- (b) All the administrative procedures such as those regarding purchasing, awarding of contracts and authorization of funds have been followed; and
- (c) All other approvals or preconditions have been obtained or satisfied.

2.3 AMENDMENTS TO THE MANUAL

The Board's Finance and Audit Committee is responsible for initiating a full review of the manual once every four years, at minimum, in consultation with the Chief of Police and Chief Administrative Officer. Individual amendments, if necessary and applicable, may be presented at any time. Board approval must be obtained for all amendments.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

3.0 CONTRACTS AND FINANCIAL PROCEDURES

3.1 AUTHORIZATION OF CONTRACTS AND EXPENDITURES

3.1.1 INTRODUCTION

The Chair of the Ottawa Police Services Board and the Executive Director possess the authority to bind the Police Services Board legally in a variety of agreements, contracts and undertakings. This authority, however, extends only to the formal aspects of signing a document in the name of the Board. Of greater importance is the underlying approval process that must be followed before a document can be presented to the Chair and Executive Director for signing.

As a general rule, any contract or expenditure may be carried out only with the permission of the Board. However, the Board can delegate authority to persons or bodies, either complete or restricted, to approve a contract or expenditure.

3.1.2 SPENDING AUTHORITY

.1 Budget Approved by the Board

Except as otherwise provided, no contract shall be entered into or any expenditure incurred unless provided for in the budget which has been approved by the Board and Council of the City of Ottawa.

.2 Authority of Chief of Police

The Chief of Police shall have authority to incur expenditures to meet the day-to-day operating service needs and capital project needs of the Police Service as per the procedures and delegated authorities contained in this manual.

.3 Appropriation Prior to Contract

No contract shall be entered into until the necessary appropriation has been made for it, if it exceeds the delegated authority levels of the Chief of Police, unless it has been approved by the Board as a pre-commitment against the following year's budget.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

.4 Estimates Required

No work or improvement, exceeding \$15,000, shall be authorized without an estimate of the amount payable for it or, in the absence of an estimate, without a limit on the amount payable.

3.1.3 BUDGET TRANSFERS

.1 Board Approval

No contract shall be entered into nor any expenditure incurred involving an amount larger than that provided in the budget without the prior approval of the Board, except as otherwise provided herein.

.2 Increases in Operating Budgets

The Chief of Police and the Chief Administrative Officer may jointly approve increases to authorized amounts in the operating budget provided that:

- (a) All such increases are offset by corresponding decreases in other Police Service activities so as to remain within the total budget provisions; and
- (b) In no case shall the total budget for personnel salary and benefits costs be increased or decreased under this section without the approval of the Chief of Police, or delegate.

The Chief Administrative Officer will report the operating budget and any associated changes to the City Treasurer, or delegate.

.3 Increases to Capital Budgets

Where authority has been given in the budget for a particular capital project, the Chief of Police and Chief Administrative Officer may jointly approve increases to such authorized amounts provided that the total amount of the increases:

- (a) Does not exceed the lesser of 25% of the applicable capital budget or \$250,000;
- (b) Such increases are offset by corresponding decreases in other projects with like funding sources.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

The Chief Administrative Officer will report the capital budget and any associated changes to the City Treasurer, or delegate.

.4 Closure of Capital Projects

Where an approved capital project has been completed, and all financial commitments cleared, the Chief Administrative Officer may close the project, as follows:

- (a) By returning any remaining balance proportionately to the originating source of the funding, or;
- (b) If the project is overspent, by identifying the additional funding source to offset the deficit.

The Chief Administrative Officer will advise the Board and City Treasurer of these closures through the Quarterly Financial Status Report.

.5 Return of Operating Funds to Capital Reserves

Where capital funding has been transferred one time to operating during the year, or budget process, it can be returned to the capital reserve if unspent by year-end, if approved by the Chief of Police.

- (a) Any year-end surpluses relating to debt payments, may also be returned to the capital reserve if unspent by year-end.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

3.2 PURCHASING

3.2.1 INTRODUCTION

The role and authority of the Supply Branch of the Finance Department at the City of Ottawa in purchasing on behalf of the Board shall be as determined by the Chief of Police and the Chief Administrative Officer. In instances where the Supply Branch acts on behalf of the Board, the Supply Branch shall be subject to the procedures set out in the City of Ottawa Purchasing By-Law, except as varied by this manual.

As a general rule, materials, goods, or services estimated to cost more than \$75,000, after tax, shall be procured on behalf of the Board by the Supply Division with Police Service management as per delegated authorities in this manual.

All purchases of less than \$75,000, after tax, by way of Request for Quotation shall be in accordance with the delegated authorities contained in this manual, and the instructions, procedures and forms established by the Chief Administrative Officer. For purchases between \$15,000 and \$75,000, after tax, the Ottawa Police Services Finance Team is available to consult to ensure the below procurement procedures are being adhered to correctly.

3.2.2 DIVISION OF EXPENDITURES

No contract or purchase shall be divided or awarded in series at constant or varied time intervals to avoid the requirements of this Manual, within a single budget year.

3.2.3 PROCUREMENT PROCEDURES - MATERIAL, GOODS OR SERVICES

All dollar thresholds and ranges per Section 3.2.3 are after tax amounts

.1 Amount not exceeding \$1,000

Purchases not exceeding \$1,000 may be paid from a petty cash fund (See Annex 1), corporate card, or payment request document. In some circumstances, exceptions to the rule for petty cash may be made if proper sign-off is obtained by a Senior Officer.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

.2 Amount not exceeding \$15,000

Purchases not exceeding \$15,000 may be made through the use of corporate card, or payment request document.

Wherever applicable, employees of the Ottawa Police Service will make use of the Standing Offer Schedule maintained by the City of Ottawa Supply Branch.

.3 Amount exceeding \$15,000 - less than \$75,000

Where a requirement is estimated to cost more than \$15,000 and less than \$75,000, employees of the Ottawa Police Service shall:

- (a) Review with Supply Branch the approved Standing Offer listing;
- (b) If necessary subject to part (a), attempt to issue a minimum of three (3) Requests for Quotations on such terms and conditions as are deemed fit;
- (c) Issue a Purchase Order, Departmental Purchase Order or make a payment without reference, which means that no purchase order is issued but the invoice must be approved for payment by the requester prior to processing.

.4 Amount in excess of \$75,000

Requirements estimated to exceed \$75,000 shall be procured under the guidelines for Tenders and Requests for Proposal as set out in the City of Ottawa Purchasing By-Law, with the exception of those noted in Sections 3.2.3.5 and 3.2.3.6.

Monthly payments based on usage, per defined contractual agreements, are a distinct exception to this limit e.g. Fleet fuel purchasing and monthly mobility costs.

Corporate Supply shall award a Purchase Order to the selected vendor.

.5 Cooperative Purchasing Groups and other collective purchasing arrangements

Procurement may be completed and contract awarded in accordance with the specifications of a cooperative purchasing group of which the Ottawa Police Service is a member. Such award can occur without further procurement effort from OPS Finance staff or City Supply Branch staff.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

These purchasing arrangements are treated as Competitive procurement as defined in Section 1.2 and must adhere to the applicable delegated spending authority.

Where another level of government, municipality, agency or public authority has completed a competitive procurement arrangement and offers to extend to the Ottawa Police Service the same terms and pricing offered by the successful bidder, the Service may enter into a contract with the successful bidder without further procurement effort from OPS Finance staff or City Supply Branch staff.

.6 Consultants and Legal Services

Notwithstanding the guidelines noted in Sections 3.2.3.1 to 3.2.3.4, the OPS is authorized to retain outside consulting and legal services, and to exercise discretion in the choice and the selection of their duties. The City Supply Branch staff will not provide a Purchase Order for the procurement of these services under this OPS exception, as it does not abide by the above, outlined procurement procedures, as supported by the City. Therefore, if this clause is leveraged by OPS, a payment without reference must be made, or a Departmental Purchase Order may be issued.

The OPS shall select the most qualified candidate based upon such terms and conditions as are deemed fit under the circumstances. In selecting the candidate, the following factors shall be considered:

- (a) Completeness of the proposal;
- (b) Degree of similar work experience;
- (c) Knowledge of the Ottawa area;
- (d) Knowledge of policing;
- (e) Successful completion of the appropriate security clearance;
- (f) Any factors peculiar to the project being considered.

3.2.4 DELEGATED SPENDING AND CONTRACT AUTHORITY

- .1 The delegated authority to purchase requirements of the Ottawa Police Service shall include the delegation of spending authority, to execute contracts and any other related documents on behalf of the Board.

OPS Management will identify which employees are to be awarded delegated authority, within the maximum limits established in section 3.2.4.2. A written instrument setting down such delegation shall be filed with the Chief Administrative Officer, who shall have discretion

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

to revoke such delegation.

.2 Delegated Spending and Competitive Contract Authority

All dollar thresholds per Section 3.2.4.2 are after tax amounts.

Delegated authority for competitive procurement as defined in Section 3.2.3 shall be in accordance with the maximum limits set out below:

Rank/Position	Authority Limit
Constable / Civilian Member	Not to exceed \$2,000
Sergeant / Civilian Supervisor	Not to exceed \$10,000
Staff Sergeant / Civilian Manager	Not to exceed \$25,000
Inspector / Civilian Director (if not specified)	Not to exceed \$75,000
Director Material Management / Chief Officials / Superintendent / General Counsel / Board Executive Director	Not to exceed \$150,000
Deputy Chief / Chief Administrative Officer	Not to exceed \$300,000
Chief of Police	Not to exceed \$750,000

.3 Delegated Spending and Non-Competitive Contract Authority

All dollar thresholds per Section 3.2.4.3 are after tax amounts.

Delegated authority for non-competitive sole source or direct negotiation procurement of greater than \$15,000 shall be in accordance with the maximum limits set out below:

Rank/Position	Authority Limit
Superintendent / Chief Officials / General Counsel / Board Executive Director	Not to exceed \$75,000
Deputy Chief / Chief Administrative Officer	Not to exceed \$150,000
Chief of Police	Not to exceed \$250,000

.4 Temporary exceptions to Maximum Limits

The Chief Financial Officer must approve any variances from the maximum OPS staff authority limits listed in Section 3.2.4.2 and 3.2.4.3. This is to be reviewed and approved on a quarterly basis.

.5 Reporting to the Board

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

All contracts awarded under delegated authority that exceed \$25,000 shall be presented for the information of the Board in the Quarterly Financial Status report. Any contracts approved and awarded separately through a Board report, are not required to be included in this Quarterly report.

.6 Corporate Card

The Chief of Police, or delegate, may designate the Police Services staff authorized to use a corporate card. The Financial Services Section will issue guidelines for the use of the corporate card. Authorized users shall adhere to these guidelines. A copy of the Ottawa Police Service Corporate Card Policy and Procedures document is available on the OPS Intranet and accessible to all members.

.7 Service Level Agreements with the City of Ottawa

Where projects are administered by City of Ottawa partners through a Service Level Agreement with the Ottawa Police Service, the appropriate delegated authorities and purchasing by-laws shall be determined between the City of Ottawa service provider and the Ottawa Police Service, as applicable to the project.

.8 Special Circumstances

Where, in the opinion of the Chief of Police, special circumstances exist requiring action beyond that prescribed by the delegated authorities and procedures of this manual, and time is not sufficient to proceed in accordance with such procedures, the Chief of Police shall take such action as is necessary to obtain the required supplies or service, and shall report such action to the Board in the next Quarterly Financial Status report.

3.3 OTHER DELEGATED FINANCIAL AUTHORITY

3.3.1 VARIATIONS TO APPROVED CAPITAL PROJECT CONTRACTS

Where a capital project contract has been approved, the Chief of Police may approve cumulative increases for volume, new or substitution changes up to a maximum of the lesser of 25% of the contract amount or \$250,000.

Such increases may apply to the original capital project contract amount or to a subsequent revised amount approved by the Board.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

3.3.2 TRAVEL

.1 OPS Employee Travel

Prior authorization of funds for travel must be approved by the Chief of Police, or delegate, if;

- (a) the travel is outside of Canada or the US, or
- (b) if the estimated training (e.g. registration fees) and travel costs exceed \$8,000 CAD, converted from the local currency.

In addition, advance payments or a corporate card for such travel must be approved by the Chief of Police, or delegate.

Senior Officers may authorize funds for travel within Canada and the US by Police Service members and advance payments or a corporate card for such travel, within the limits of the approved Operating Budget, if the requested travel funds are within the aforementioned \$8,000 CAD maximum.

.2 Travel by Board Members

The Board Chair has authority to approve travel by Members of the Board, and the Executive Director to advance payments for such travel, within the limits of the approved Operating Budget.

.3 General Travel Expenses

In addition to the specific provisions of individual collective agreements, persons authorized to travel are entitled to reimbursement for travel expenses as follows, subject to the restrictions or special provisions set out in Annex 2:

- (a) Transportation including ground travel;
- (b) Living expenses;
- (c) Accommodation; and
- (d) Registration for conferences and seminars.

3.3.3 VEHICLE EXPENSE

The Chief of Police has authority to permit Police Service staff to use their own vehicles on Police Service business. Unless the collective agreement specifies a different rate, reimbursement for the use of personally owned vehicles will be made in accordance with the rates outlined in Annex 2. Please refer to the applicable collective agreement for supplemental information.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

.1 Mileage Reimbursement Guidelines

Mileage reimbursement is based on the principle that a member, while on duty, should be reimbursed for all official business mileage accumulated in a privately owned vehicle that is *beyond* the normal round-trip mileage incurred from the employee's home to the employee's assigned OPS work location (the "Home Office").

This may include:

(a) *Additional* mileage to/from any other work location(s) that day e.g. travel between OPS station, client sites, etc. or

(b) *Additional* mileage to/from the assigned work location for that day (the "Assigned Office"). This would be calculated as the mileage from an employee's home to the Assigned Office, less the mileage from an employee's home to the employee's Home Office. If the Assigned Office is closer to the employee's home than the Home Office, no mileage will be reimbursed.

.2 Request for Reimbursement

Members are expected to submit their request for reimbursement on the mileage/parking form provided by the OPS, by the later of:

a) a 90-day period from the final travel date, or;

b) the end of the quarter in which the occurrence took place.

In order to be considered for reimbursement, all requests must be submitted to Finance on or before the 15th of January of the following year or by the date specified in year-end correspondence from Finance, whichever is earlier.

3.3.4 SUBSIDY AND GRANT APPLICATIONS

The authority to apply to the Provincial and Federal governments for subsidies and grants for all Police Service programs and projects is based on the authority limits as per Section 3.2.4, based on the subsidy and grant dollar values.

3.3.5 INSURANCE

.1 Role of the City Treasurer

The Treasurer of the City of Ottawa has general authority to supervise the Board's insurance requirements. The City Treasurer will assume responsibility for purchasing all appropriate insurance coverage, adjusting services and other related professional services to provide for the insurance needs of the Board within the guidelines

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

and policies established by the Board.

.2 Report to the Board

The Board Solicitor shall report to the Board, not less frequently than on an annual basis, all expenses related to insurance claims paid in the current year and any known outstanding insurance claims.

3.3.6 PAYMENT OF GRANTS BY BOARD

.1 Role of the Chief Administrative Officer

The Chief Administrative Officer has authority to pay grants to any person or body without passing a by-law, where provided for in the Operating Budget.

.2 Delegation

- (a) Once the Board approves the payment of a grant to any person, institution or association in the Operating Budget, or in an individual or supplementary estimate in any year, the Chief Administrative Officer shall immediately pay the authorized grant to the person, institution or association in accordance with normal financial management and subject to whatever conditions have been imposed by the Board in the approval of the estimate.
- (b) Where the payment of a grant includes the purchase of service or otherwise requires an agreement between the person, institution or association and the Board, the Executive Director and Chair are authorized to execute such agreements in the name of the Board and to affix the seal of the Board to them.

3.3.7 LENDING AND BORROWING EQUIPMENT

The Chief of Police, Deputy Chiefs or Chief Administrative Officer have the authority to lend to and borrow equipment from other agencies as required to meet operational needs.

3.3.8 OFFERING OF PUBLIC REWARDS

The Chief of Police has the authority to approve the offering of a public reward up to a limit of \$100,000 provided that funds are available within the existing approved budget, in accordance with the Board's policy CR-10 on Public Rewards. Rewards over \$100,000 shall require the approval of the Board.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

3.3.9 COVERT ASSETS

Some materials, goods, or services are required to be purchased covertly to prevent the covert asset from being traced back to the Ottawa Police Service. Exceptions to the procurement process may be required to maintain confidentiality, e.g. PO issuance through the City might not be feasible as per subsection 3.2.3.3. However, these purchases will still adhere to the delegated spending and contract authority of this manual. When Board approval is required, this will be presented as in camera item at the applicable Board meeting. Where the issuance of a payment without reference form is required, a member of the covert teams will approve such issuance pursuant to the delegated spending authority as described in subsection 3.2.4.3.

3.4 CONFLICT OF INTEREST

3.4.1 GIFTS, ENTERTAINMENT AND HOSPITALITY

No Board Member or employee of the Ottawa Police Service shall accept any gift, hospitality or other benefits that could be construed as being received in anticipation of a future vendor relationship, or in recognition of a past vendor relationship.

3.4.2 PROPERTY OF THE BOARD

No property or material belonging to the Board shall be delivered to or used by any Board Member or employee of the Ottawa Police Service for personal or private use.

3.4.3 BOARD CONTRACTS

No Board Member or employee of the Ottawa Police Service shall receive any sum of money, gift, hospitality or other benefit as agent for or on behalf of any person in relation to a contract with the Board.

3.4.4 PROVISIONS OF THIS MANUAL GOVERN ALL OTTAWA POLICE SERVICE PURCHASES

No Board Member or employee of the Ottawa Police Service shall purchase or offer to purchase, on behalf of the Board, any goods or services except in accordance with this Manual.

3.4.5 PERSONAL PURCHASES

The Board or employees of the Ottawa Police Service, at public expense, shall make no personal purchases. Likewise, the Ottawa Police Service shall not use budgeted funding to purchase goods or services for sale from Board members or Ottawa Police Service employees.

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

3.4.6 UNDISCLOSED INTERESTS

No Board Member or employee of the Ottawa Police Service shall have any undisclosed financial or personal interest, either direct or indirect, in any contract with the Board. Any potential conflict of interest should be disclosed by the Board Member or employee of the Ottawa Police Service and brought forth to their respective chain of command, either to the Deputy Chief, Board Executive Director or Chief Administrative Officer.

3.4.7 NO BIDDING ON BOARD REQUIREMENTS

No Board Member or employee of the Ottawa Police Service may bid on purchases of goods and services authorized by the Board.

3.4.8 NO BIDDING ON SALE OF BOARD PROPERTY

No Board Member or employee of the Ottawa Police Service may bid on the sale of Board property or goods disposed of by public auction.

3.4.9 SELLING ON BOARD PREMISES

The Chief of Police must approve the sale of goods and services on Board premises or through any Board sponsored medium.

3.4.10 DISPOSAL OF ASSETS

The Chief of Police, or delegate, must approve the method of disposal of assets upon retirement from the Ottawa Police Service. Options may include: donation or disposal of goods, auction of items or return to vendor when buying replacement assets, in return for a potential discount.

3.5 CERTIFICATION AND PAYMENT OF ACCOUNTS

3.5.1 MATERIALS, GOODS AND SERVICES

.1 Approval of Accounts / Payment Document

Every account and payment document for material, goods or services shall be certified as having been received to the satisfaction of the person who personally received such material, goods or services.

Every account and payment document for material, goods or services supplied to the Ottawa Police Service shall be examined and certified for payment by direction of the Chief of Police, or delegate, under

CHAPTER THREE: CONTRACTS AND FINANCIAL PROCEDURES

whose supervision the material, goods or services were purchased.

.2 Payment Document Authorization

The appropriate employee of the Board or the Ottawa Police Service shall authorize the payment document required.

.3 Authority of Chief Financial Officer

All payment documents shall be forwarded to the Chief Financial Officer. The Chief Financial Officer or delegate shall examine the payment document, certify it for availability of funds and submit the account for payment by the City of Ottawa Finance Department.

3.5.2 ISSUANCE OF CHEQUES

.1 Issuance

The Chief Financial Officer shall arrange with the City of Ottawa Finance Department for the issuance of all cheques in payment of salaries or wages and of accounts for work done or material supplied, that the Ottawa Police Service is authorized to pay.

.2 Payment by Cheque or Electronic Funds Transfer

Subject to the provisions concerning petty cash or imprest funds, all sums of money due to any person for goods supplied or services rendered shall be paid by cheque or electronic funds transfer through the City of Ottawa Finance Department.

ANNEX 1: PETTY CASH, IMPREST AND CHANGE FUNDS

ANNEX 1: PETTY CASH, IMPREST AND CHANGE FUNDS

1. DEFINITIONS

"Change Fund" means a fund of money to be maintained and used for the acceptance of cash payments for the sale of goods or services; can also be referred to as a "Float".

"Imprest Bank Account" means an account established with a chartered bank or trust company to be maintained and used for the payment of money for the purchase of goods or services, including information from informants, drug buys and other operational policing requirements, with amounts being typically greater than transactions from either a Change Fund or a Petty Cash Fund.

"Petty Cash Fund" means a fund of money to be maintained and used for the payment of money for purchases of limited goods or travel.

2. ESTABLISHMENT OF FUNDS

With the approval of the Chief of Police, the Chief Financial Officer may establish an Imprest Bank Account in any Division.

With the approval of the Chief Financial Officer, a change fund or petty cash fund may be established in any Division.

3. AMOUNTS AND PROCEDURES

Such funds and accounts shall be in such amounts and shall be managed, maintained and operated in accordance with the instructions, procedures and forms established by the Chief Financial Officer.

4. IMPREST FUNDS

The Chief Financial Officer or Superintendent of the Intelligence Directorate may:

- (a) Authorize and direct the opening or closing of an imprest bank account;
- (b) Specify which person or persons shall have the authority to draw cheques on the account;
- (c) Revoke the authority of any person to draw and to sign cheques on the account; and,

ANNEX 1: PETTY CASH, IMPREST AND CHANGE FUNDS

(d) Determine the types and amounts of disbursements to be made from the account.

A quarterly report of the above activity is to be provided to the Chief Financial Officer.

5. DISBURSEMENTS

The Chief of Police shall approve every disbursement from a fund. The Chief of Police may delegate responsibility to another employee of the Board to give such approvals in accordance with Subsection 3.2.4.

6. INSPECTION

The Chief Financial Officer and the appointed Auditor may order the production of and may inspect all funds and records at all reasonable times.

7. REPORTS

The Chief Administrative Officer shall receive annual reports from the Chief Financial Officer on the operations of all funds and accounts established under this section. A reconciliation of the Imprest Fund that is managed by Finance will be prepared and included in this annual reporting package for the Chief Administrative Officer. The reconciliation is to include the opening balance, dollar summary of transactions, and closing balance, agreeing to a bank statement.

If at any time the Chief Financial Officer or the appointed Auditor observes or discovers any discrepancy of \$500 or more in a change or cash fund or imprest bank account, or any impropriety or slackness in the handling of a fund or in accounting for it, the discrepancy shall be reported immediately to the Board Chair and a complete report shall be made at the next meeting of the Board.

8. LIMITS

No individual expenditure from a petty cash fund shall exceed \$1,000 unless the Chief Financial Officer has authorized a greater limit, or per exceptions approved as per Section 3.2.3.1.

No individual expenditure from the Imprest Account shall exceed \$10,000 unless the Chief Financial Officer has authorized a greater limit.

ANNEX 1: PETTY CASH, INPREST AND CHANGE FUNDS

Immaterial amounts owed to the member for reimbursement, i.e. under \$5, will not be reimbursed unless requested by the member.

No disbursement shall be made out of any fund for any purpose unless the purpose is one for which funds have been appropriated in the current operating budget.

ANNEX 2: GENERAL TRAVEL EXPENSES

ANNEX 2: GENERAL TRAVEL EXPENSES

The provisions of these regulations do not apply to persons employed by the Ottawa Police Service who are required in the normal course of carrying out their duties to travel throughout or to destinations within the limits of City of Ottawa.

1 TRANSPORTATION

.1 Mode of Transportation

The mode of transportation will be at the discretion of the Senior Officer of the Section and this method of travel should be the most economical and practical and in the best interest of the Service. The use of personal vehicles is to be allowed only when it is the most economical means of transportation.

.2 Alternatives

Subject to scheduling and time or operational constraints, alternative modes of transportation for travel between Ottawa and Montreal or Toronto will be considered. When reviewing the alternatives, the following factors should be considered: mode of travel cost, travel time (i.e. travel days) and cost of accommodation.

.3 Reimbursement

Reimbursement for transportation will only be made on the basis of actual expenditures. Receipts must support all expenditures. If it is deemed a member did not travel in the most economical means possible per Annex 2.1.1, then the lesser amount will be reimbursed.

.4 Reimbursement for Vehicle Usage

Unless the relevant collective agreement specifies a different rate, reimbursement for the use of personal vehicles will be in accordance with Treasury Board of Canada rates effective January 1 of the calendar year in which the vehicle is used.

.5 Ground Transportation

Actual expenditures for ground transportation in relation to the execution of employment duties, including travel to and from the airport, train or bus stations, for work-related travel may be claimed.

ANNEX 2: GENERAL TRAVEL EXPENSES

.6 Rented Vehicles

The use of rented vehicles for transportation from location to location may be authorized where, in the opinion of the Senior Officer of the Section, this method of travel is economical and practical and in the best interest of the Service.

2 LIVING EXPENSES

.1 Daily Rates

Unless the relevant collective agreement specifies a different rate, the per diem allowance (daily rate) that may be claimed for personal living expenses incurred within Canada and outside Canada will be made in accordance with Treasury Board of Canada rates effective January 1 of the calendar year in which the travel is claimed.

.2 Conditions for Claim

Only living expenses incurred outside the City of Ottawa will be eligible for reimbursement.

.3 Expenses Incurred Above Approved Amounts

Where expenses incurred exceed the per diem rates and other allowable charges, the Chief Financial Officer may, on the recommendation of the appropriate member of Executive Command, approve the expenses. The approval will be conditional upon the submission of a statement justifying the additional expenses and will include a comment from the Chief Financial Officer with respect to the availability of funds.

3 ACCOMMODATION

.1 Type

The accommodation chosen should be the most economical (e.g. government rates) and advantageous to the conduct of business.

.2 Receipt Data

Receipts are required in support of all accommodation expenses and must show the place, date, number of days or part days and the rate per day for single occupancy.

ANNEX 2: GENERAL TRAVEL EXPENSES

4 REGISTRATION FEES

.1 Paid by the Ottawa Police Service

A copy of an application for registration or a brochure from the sponsoring organization must support requests for an advance to prepay registration fees.

.2 Paid by Another Organization

A receipt issued by the sponsoring organization must support registration fees paid.

5 FOREIGN EXCHANGE AND MEDICAL INSURANCE

.1 All Claims in Canadian Funds

All claims shall be submitted in terms of Canadian funds. The cost of currency conversion charges are allowable expenses provided receipts are submitted. The Ottawa Police Service Finance Team will perform the foreign exchange conversions.

.2 Medical Insurance Cost Included

The cost of purchasing out-of-country medical insurance coverage is an allowable expense provided receipts are submitted in evidence of the expense incurred. The maximum coverage will be the premium for single coverage for the actual number of days on business.

6 TRAVEL ADVANCE REQUEST

.1 Request preparation

The requests for travel advances are to be approved by the Supervisor of the person travelling and submitted by the staff member concerned. In the case of travel by a Board member, the requests for travel advances are to be approved and submitted by the Executive Director. Travel advances may also be withdrawn through members' corporate credit cards. In both cases, any advances received must be reconciled as part of the statement of travel submission. A statement of travel must be completed after receiving a cash advance through withdrawal on a member's corporate credit card, as if not completed, these cash advances may be considered a taxable benefit and added to a member's T4 if ever audited by the CRA.

ANNEX 2: GENERAL TRAVEL EXPENSES

.2 Processing

The Financial Services Section shall process the travel advance. If the travel advance is through a member's corporate credit card, this advance can be processed by the member.

.3 Requirements

A Statement of Travel Expenses must be submitted in accordance with the following requirements:

- a. Every person who travels must render accounts of expenses incurred and refund any unused balance of a travel advance. Under normal circumstances, such statement shall be filed with the Financial Services Section within thirty days after the Board member or employee's return to the Municipality. If not submitted within 30 days, Finance will then follow-up for a second time, and copy the individual's Supervisor. If not submitted within 60 days, Finance will then follow-up for a third time, and copy both the individual's Supervisor and Senior Officer.
- b. All accounts must show separately the individual expenses incurred or daily allowance provided within these regulations.

7 RECEIPTS

.1 No Receipts Situation

In the absence of receipts or other substantiation of expenditures as required by these regulations, specific approval of the account by the Supervisor or Board Executive Director, or their delegate, will be required before the account can be processed by the Financial Services Section.

8 UNACCEPTABLE CLAIMS FOR REIMBURSEMENT

.1 Stopovers

Expenses connected with stopovers at resorts or other places while not on duty will not be allowed for reimbursement unless the result is a lower cost to the Service.

.2 Personal Effects and Services

Claims for loss of personal effects, for medical and hospital treatment, for purchase of, clothing and other personal equipment, or for personal services such as laundry, dry-cleaning, valet services

ANNEX 2: GENERAL TRAVEL EXPENSES

and other personal expenses, will not be allowed for reimbursement. With the exception of reasonable personal calls, charges for long distance telephone calls for matters other than Service business will not be allowed for reimbursement.

.3 Hospitality

No alcohol charges will be reimbursed.

9 OUTSTANDING TRAVEL ADVANCES AND CLAIMS

.1 Travel Expense Claim Mandatory

Within 30 days after the planned return to Ottawa, a Board member or employee of the Ottawa Police Service is required to submit a travel expense claim and remit any outstanding advance.

Members are expected to submit their travel expense claim on the form provided by the OPS. In order to be considered for reimbursement, all requests must be submitted to Finance on or before the 15th of January of the following year. This is the one exception to the 30-day rule, due to year-end reporting requirements.

The same level of escalation will apply as discussed in Section 6.

.2 Penalty for Non-Compliance

Employees of the Ottawa Police Service with outstanding travel advances who have not complied with this requirement will not be allowed further travel advances. In the event that the matter cannot be resolved, the Chief Financial Officer may deduct the amount owing from the next and subsequent pay cheques, if necessary. Suspension or cancellation of a members corporate credit card may also result if cardholders are non-compliant.

10 CORPORATE CARD

.1 Authorized User

The Chief of Police, or designate, may determine which Police Services employees are authorized to use a corporate card for travel purposes.

.2 Guidelines for Use

The Financial Services Section will issue guidelines for the use of the corporate card for travel purposes. Authorized users shall adhere to

ANNEX 2: GENERAL TRAVEL EXPENSES

these guidelines.



Financial Accountability Procedures Manual Update

Finance & Audit Committee

February 2, 2024

The **Financial Accountability Procedures Manual (FAP)** constitutes the Police Services Board's governance over delegated authorities for the Ottawa Police Service (OPS) for contract awards, consultant hirings, payment processes, and other financial administrative matters.

Timeline of updates to FAP:

- The Ottawa Police Services Board's Financial Accountability Procedures (FAP) Manual was first approved in **June 1996** under the name Finance and Administration Procedures Manual.
- Previously, the Board's Policy and Governance Committee was responsible for initiating a full review of the manual once every four years, at minimum.
- That was changed to the Board's Finance and Audit Committee at the P&G meeting of October 5, 2023.
- The Board's Financial Accountability Procedure Manual was last updated in 2018.

Legislative Authority

1.0 LEGISLATIVE AUTHORITY

Section updated to reflect the *Community Safety and Policing Act, 2019* which replaced the *Police Services Act*

No significant changes as confirmed by Ottawa Police Service Legal team. The only changes required were updates to the referenced sections and wording to reflect the new *CSPA* sections.

Updates to Manual in subsequent slides are reflected in blue text

Capital Budgets and Projects

Increases to Capital Budgets

3.1.3.3 (a) : Does not exceed the lesser of **25%** (~~10%~~) of the applicable capital budget or \$250,000;

3.3.1 VARIATIONS TO APPROVED CAPITAL PROJECT CONTRACTS

Where a capital project contract has been approved, the Chief of Police may approve cumulative increases for volume, new or substitution changes up to a maximum of the lesser of **25%** ~~10%~~ of the contract amount or \$250,000.

Returning funds to capital reserves

3.0 CONTRACTS AND FINANCIAL PROCEDURES

3.1.3.5 : *Return of Operating Funds to Capital Reserves*

Where capital funding has been transferred one time to operating during the year, or budget process, it can be returned to the capital reserve if unspent by year-end, if approved by the Chief of Police.

- (a) Any year-end surpluses relating to debt payments, may also be returned to the capital reserve if unspent by year-end.

Note: return of year-end legal surpluses to the capital reserve has not been included in this update

NEW SUBSECTION

Procurement Procedures

3.2.3 PROCUREMENT PROCEDURES - MATERIAL, GOODS OR SERVICES

All dollar thresholds and ranges per Section 3.2.3 are after tax amounts

Section	NEW Threshold	PREVIOUS Threshold
3.2.3.1	Amount not exceeding \$1,000	\$1,000
3.2.3.2	Amount not exceeding \$15,000	\$15,000
3.2.3.3	Amount exceeding \$15,000 - less than \$75,000	\$15,000 - \$50,000
3.2.3.4	Amount in excess of \$75,000	\$50,000

Competitive Limits

3.2.4 DELEGATED SPENDING AND CONTRACT AUTHORITY

3.2.4.2 : Delegated Spending and Competitive Contract Authority

All dollar thresholds per Section 3.2.4.2 are after tax amounts

Delegated authority for competitive procurement as defined in Section 3.2.3 shall be in accordance with the maximum limits set out below:

Rank / Position	NEW Authority Limit	PREVIOUS Limit
Constable / Civilian Member	Not to exceed \$2,000	\$1,000
Sergeant / Civilian Supervisor	Not to exceed \$10,000	\$10,000
Staff Sergeant / Civilian Manager	Not to exceed \$25,000	\$25,000
Inspector / Civilian Director (if not specified)	Not to exceed \$75,000	\$50,000
Director Material Management / Chief Officials / Superintendent / General Counsel / Board Executive Director	Not to exceed \$150,000	\$75,000
Deputy Chief / Chief Administrative Officer	Not to exceed \$300,000	\$200,000
Chief of Police / Board Chair	Not to exceed \$750,000	\$500,000

Sole Source Limits

3.2.4 DELEGATED SPENDING AND CONTRACT AUTHORITY

3.2.4.3 : Delegated Spending and Non-Competitive Contract Authority

All dollar thresholds per Section 3.2.4.3 are after tax amounts

Delegated authority for non-competitive sole source or direct negotiation procurement of greater than \$15,000 shall be in accordance with the maximum limits set out below:

Rank / Position	NEW Authority Limit	PREVIOUS Limit
Chief Officials / Superintendent / General Counsel / Board Executive Director	Not to exceed \$75,000	\$50,000
Deputy Chief / Chief Administrative Officer	Not to exceed \$150,000	\$75,000
Chief of Police / Board Chair jointly with Supply Branch	Not to exceed \$250,000	\$100,000

3.3.2 TRAVEL

3.3.2.1 : OPS Employee Travel

Prior authorization of funds for travel must be approved by the Chief of Police, or delegate, if;

- (a) the travel is outside of Canada or the US, or
- (b) if estimated training (e.g. registration fees) and travel costs exceeds \$8,000 CAD, converted from the local currency.

Senior Officers may authorize funds for travel within Canada and **the US** by Police Service members and advance payments or a corporate card for such travel, within the limits of the approved Operating Budget, **if the requested travel funds are within the aforementioned \$8,000 CAD maximum.**

Covert Assets

3.3.9 COVERT ASSETS

Some materials, goods, or services are required to be purchased covertly to prevent the covert asset from being traced back to the Ottawa Police Service. Exceptions to the procurement process may be required to maintain confidentiality, e.g. PO issuance through the City might not be feasible as per subsection 3.2.3.3. However, these purchases will still adhere to delegated spending and contract authority of this manual. When Board approval is required, this will be presented as in camera item at the applicable Board meeting. Where the issuance of a payment without reference form is required, a member of the covert teams will approve such issuance pursuant to the delegated spending authority as described in subsection 3.2.4.3.

NEW SUBSECTION

Disposal of Assets

3.4.10 DISPOSAL OF ASSETS

The Chief of Police, or delegate, must approve the method of disposal of assets upon retirement from the Ottawa Police Service. Options may include: donation or disposal of goods, auction of items or return to vendor when buying replacement assets, in return for a potential discount.

NEW SUBSECTION

Various Changes

Other Amendments

- The title “Director General” has been replaced by “Chief Administrative Officer” throughout the document.
- Additional text extends the authority of the Chief of Police to include “or delegate” (e.g., “The Chief of Police, [or delegate](#), has the authority to...”)
- New definitions have been added for “Competitive Contract Authority” and “Non-Competitive Contract Authority”.
- The Chief Financial Officer has been granted the authority to approve any variances from the maximum signing authority limits, in lieu of the Chief of Police (Subsection 3.2.4.4)
- Conflict of interest disclosure process has been further defined in Section 3.4.6
- Escalation timelines have been updated in Section 3.3.3.2 and Annex 2, Section 6 and 9

Discussion





Mise à jour du Manuel des procédures de responsabilité comptable

Comité des finances et de la vérification

2 février 2024

Le **Manuel des procédures de responsabilité comptable (PRC)** constitue la gouvernance de la Commission de services policiers en ce qui a trait aux pouvoirs délégués au Service de police d'Ottawa (SPO) pour l'attribution de contrats, l'embauche d'experts-conseils, les processus de paiement et d'autres questions financières administratives.

Calendrier des mises à jour du PRC :

- Le Manuel des procédures de responsabilité comptable (PRC) de la Commission de services policiers d'Ottawa a été approuvé pour la première fois en **juin 1996** sous le nom de « Manuel des procédures de la division des finances et de l'administration ».
- Auparavant, le Comité des politiques et de la gouvernance (CPG) de la Commission devait entreprendre un examen complet du Manuel au moins une fois tous les quatre ans.
- Il a été remplacé par le Comité des finances et de la vérification de la Commission à la réunion du CPG du 5 octobre 2023.
- La dernière mise à jour du PRC de la Commission remonte à 2018.

1.0 POUVOIR LÉGISLATIF

Mise à jour de l'article pour tenir compte de la *Loi de 2019 sur la sécurité communautaire et les services policiers* (LSCSP), qui a remplacé la *Loi sur les services policiers*

Aucun changement important n'a été confirmé par l'équipe juridique du Service de police d'Ottawa. Les seuls changements requis étaient des mises à jour des articles mentionnés et de la formulation pour tenir compte des nouveaux articles de la LSCSP.

*Les mises à jour du Manuel dans les diapositives suivantes sont indiquées en **bleu**.*

Budgets d'immobilisations et projets

Augmentations des budgets d'immobilisations

3.1.3.3 a) : Ne dépasse pas le moindre des **deux montants suivants** : **25 %** (~~10 %~~) du budget d'immobilisations applicable ou 250 000 \$;

3.3.1 VARIATIONS DES MARCHÉS DE PROJETS D'IMMOBILISATIONS APPROUVÉS

Lorsqu'un marché de projet d'immobilisations a été approuvé, le chef de police peut approuver les augmentations cumulatives pour les changements de volume, d'ajouts ou de substitution, jusqu'à concurrence du moindre des **deux** montants suivants : **25 %** ~~10 %~~ du montant du marché ou 250 000 \$.

3.0 CONTRATS ET PROCÉDURES FINANCIÈRES

3.1.3.5 : Remboursement des fonds d'exploitation aux réserves pour immobilisations

Lorsque les fonds d'immobilisations ont été transférés une seule fois au fonctionnement au cours de l'exercice ou du processus budgétaire, ils peuvent être retournés à la réserve pour immobilisations s'ils n'ont pas été dépensés à la fin de l'exercice, si le chef de police l'approuve.

- (a) Tout excédent de fin d'exercice lié au remboursement de la dette peut également être retourné à la réserve pour immobilisations s'il n'a pas été dépensé à la fin de l'exercice.

Remarque : Le retour des excédents juridiques de fin d'exercice à la réserve pour immobilisations n'a pas été inclus dans cette mise à jour.

**NOUVEAU
PARAGRAPHE**

Procédures d'approvisionnement

3.2.3 PROCÉDURES D'APPROVISIONNEMENT – MATÉRIEL, BIENS OU SERVICES

Tous les seuils et les fourchettes en dollars selon l'article 3.2.3 sont des montants après impôt.

Article	NOUVEAU seuil	Seuil PRÉCÉDENT
3.2.3.1	Montant ne dépassant pas 1 000 \$	1 000 \$
3.2.3.2	Montant ne dépassant pas 15 000 \$	15 000 \$
3.2.3.3	Montant dépassant 15 000 \$ – moins de 75 000 \$	15 000 \$
3.2.3.4	Montant dépassant 75 000 \$	50 000 \$

Limites concurrentielles

3.2.4 POUVOIRS DÉLÉGUÉS EN MATIÈRE DE DÉPENSES ET DE PASSATION DE MARCHÉS

3.2.4.2 : Pouvoirs délégués en matière de dépenses et de marchés concurrentiels

Tous les seuils en dollars selon l'article 3.2.4.2 sont des montants après impôt

Le pouvoir délégué en matière d'approvisionnement concurrentiel, comme défini à l'article 3.2.3, doit être conforme aux limites maximales établies ci-dessous :

Grade / Poste	NOUVELLE limite d'autorisation	Limite PRÉCÉDENTE
Agent/membre civil	Ne doit pas dépasser 2 000 \$	1 000 \$
Sergent/superviseur civil	Ne doit pas dépasser 10 000 \$	10 000 \$
Sergent d'état-major/Gestionnaire civil	Ne doit pas dépasser 25 000 \$	25 000 \$
Inspecteur/Directeur civil (si non précisé)	Ne doit pas dépasser 75 000 \$	50 000 \$
Directeur, Gestion du matériel/Hauts fonctionnaires/Surintendant/Avocat général /Directeur exécutif de la Commission	Ne doit pas dépasser 150 000 \$	75 000 \$
Chef adjoint/Agent administratif principal	Ne doit pas dépasser 300 000 \$	200 000 \$
Chef de police/ Président de Commission	Ne doit pas dépasser 750 000 \$	500 000 \$

Limites relatives aux fournisseurs uniques

3.2.4 POUVOIRS DÉLÉGUÉS EN MATIÈRE DE DÉPENSES ET DE PASSATION DE MARCHÉS

3.2.4.3 : Pouvoirs délégués en matière de dépenses et de marchés non concurrentiels

Tous les seuils en dollars selon l'article 3.2.4.3 sont des montants après impôt

Les pouvoirs délégués pour les marchés non concurrentiels à fournisseur unique ou les marchés de négociation directe de plus de 15 000 \$ doivent être conformes aux limites maximales établies ci-dessous :

Grade / Poste	NOUVELLE limite d'autorisation	Limite PRÉCÉDENTE
Cadres supérieurs/Surintendants/Avocat général/Directeur exécutif de la Commission	Ne doit pas dépasser 75 000 \$	50 000 \$
Chef adjoint/Dirigeant principal de l'administration	Ne doit pas dépasser 150 000 \$	75 000 \$
Chef de police/Président de la Commission conjointement avec la Direction des approvisionnements	Ne doit pas dépasser 250 000 \$	100 000 \$

3.3.2 DÉPLACEMENTS

3.3.2.1 : Déplacements des employés du SPO

L'autorisation préalable des fonds réservés aux déplacements doit être approuvée par le chef de police ou son délégué, si :

- a) le déplacement se fait à l'extérieur du Canada ou des États-Unis,
- b) le coût estimatif de la formation (p. ex. les frais d'inscription) et des déplacements dépasse 8 000 \$ CA, converti à partir de la devise locale.

Les officiers supérieurs peuvent autoriser des fonds pour des déplacements au Canada et **aux États-Unis** effectués par des membres des services de police ainsi que des paiements anticipés ou une carte d'entreprise pour de tels déplacements, dans les limites du budget de fonctionnement approuvé, **si les fonds demandés pour les déplacements sont dans les limites du maximum de 8 000 \$ CA susmentionné.**

3.3.9 ACTIFS SECRETS

Certains matériaux, biens ou services doivent être achetés secrètement pour éviter que le bien caché soit retracé au Service de police d'Ottawa. Des exceptions au processus d'approvisionnement peuvent être nécessaires pour maintenir la confidentialité, p. ex. l'émission d'un bon de commande par la Ville pourrait ne pas être possible conformément au paragraphe 3.2.3.3. Toutefois, ces achats respecteront toujours les pouvoirs délégués en matière de dépenses et de marchés énoncés dans le présent Manuel. Lorsque l'approbation de la Commission est requise, ce point sera présenté à huis clos à la réunion de la Commission pertinente. Lorsque l'émission d'un paiement sans formulaire de référence est requise, un membre des équipes responsables approuvera l'émission conformément au pouvoir délégué de dépenser décrit au paragraphe 3.2.4.3.

**NOUVEAU
PARAGRAPHE**

3.4.10 ALIÉNATION DES BIENS

Le chef de police, ou son délégué, doit approuver la méthode d'aliénation des biens au moment du retrait du Service de police d'Ottawa. Les options peuvent comprendre le don ou l'élimination de biens, la vente aux enchères d'articles ou le retour au vendeur lors de l'achat d'actifs de remplacement, en échange d'une remise potentielle.

**NOUVEAU
PARAGRAPHE**

Divers changements

Autres modifications

- Le titre de « directeur général » a été remplacé par « dirigeant principal de l'administration » dans l'ensemble du document.
- Un texte supplémentaire étend le pouvoir du chef de police à « ou son délégué » (p. ex. « Le chef de police, **ou son délégué**, a le pouvoir de... ») dans de nombreux paragraphes
- De nouvelles définitions ont été ajoutées pour « pouvoir de passation de marchés concurrentiels » et « pouvoir de passation de marchés non concurrentiels ».
- Le dirigeant principal des finances a le pouvoir d'approuver tout écart par rapport aux limites maximales du pouvoir de signature, au lieu du chef de police (paragraphe 3.2.4.4).
- Le processus de divulgation des conflits d'intérêts a été défini plus en détail à l'article 3.4.6.
- Les délais d'intervention par palier ont été mis à jour à l'article 3.3.3.2 et à l'annexe 2, articles 6 et 9.

Discussion



Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA
26 February 2024 / 26 février 2024**

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**Deputy Chief Steve Bell, Chief Administrative Officer / Agent administratif
principal
BellS@ottawapolice.ca**

SUBJECT: RENEWAL OF MICROSOFT ENTERPRISE AGREEMENT

OBJET: RENOUELEMENT D'ACCORD MICROSOFT ENTERPRISE

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board delegate authority to the Chief of Police for the purchase of the Microsoft Canada Inc. Enterprise Agreement renewal for a five-year term from April 1, 2024 to March 31, 2029 for the upward amount of \$8,363,015 net of HST.

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa délègue au chef de police l'autorité pour l'achat d'un renouvellement d'un Accord Entreprise auprès de Microsoft Canada Inc. pour une période de cinq ans, soit du 1^{er} avril 2024 au 31 mars 2029 pour un montant à concurrence de 8 363 015\$, TVH en sus.

BACKGROUND

As the landscape of police operations continues to evolve, becoming more dynamic and complex, it is increasingly evident that the integration of innovative technology is paramount to ensuring the efficacy and efficiency of Ottawa Police Service (OPS) operations. In this context, the renewal of the Microsoft (MS) Enterprise Agreement (EA), initially approved by the Board in June 2008, emerges as an operational imperative to empower the police service with the tools required to adapt to evolving challenges and enhance overall community safety.

DISCUSSION

In 2008, the Board recognized the importance of leveraging technology to strengthen OPS' capabilities. The Board's decision to adopt the Microsoft Enterprise Agreement was a forward-thinking move that provided the organization with a comprehensive suite of important software and services. Over the years, this agreement has been instrumental in enabling secure communication, data management, and collaboration among our members and with our partners

Today, technology has become even more integral to police operations. The nature of criminal activities has evolved, requiring police services to adopt advanced tools to stay ahead of the curve. Cybersecurity threats, data management challenges, and the need for seamless collaboration demand a renewed commitment to leveraging state-of-the-art technology.

The Microsoft Enterprise Agreement, serving as the backbone of our technological infrastructure, has proven its worth over the years. However, with the expiration of the latest agreement approaching, it is crucial to renew the agreement to ensure uninterrupted access to critical subscription software and services. This renewal will not only sustain current capabilities but also unlock new features and updates that align with our Corporate Strategy moving forward.

Key Benefits of Renewal:

Security and Compliance: The renewed agreement will provide our organization with the latest security protocols and compliance features, safeguarding sensitive data and ensuring adherence to regulatory standards.

Innovation and Collaboration: Renewing our MS suite will foster innovation and enhance collaboration among members and policing partners, promoting real-time information sharing.

Cost Savings: By leveraging the City of Ottawa's negotiated EA, the OPS achieves substantial cost savings on MS EA licensing. This collaborative approach enables us to secure favorable terms that are not achievable through independent negotiations.

Predictable Budgeting: The multi-year commitment ensures predictable and stable budgeting for licensing needs over the next five years. This financial predictability is invaluable for strategic planning and resource allocation.

CONSULTATION

MS Licensing specialists from Microsoft and Compugen were consulted to assist the OPS' Information Technology Service in the licensing review process. The OPS was

also able to consult and leverage the City of Ottawa’s MS EA negotiated prices, which are deeply discounted.

FINANCIAL IMPLICATIONS

The five (5) year MS EA renewal term from April 1, 2024, to March 31, 2029 is estimated to be an upward amount of \$8,363,015 net of HST.

The funding requirement for year one of the MS EA renewal is included in the 2024 ITS (Information & Technology Services) base Operating Budget currently, contained with in the ITS Infrastructure Support software maintenance account (124211-506185). Given that this is a multi-year agreement, and MS EA funds for years two through five will appear in future, currently unapproved budgets, Board approval for commitments to these expenditures is required. The annual increases in years two, three, four, and five will be included in the respective years list of inflationary pressures requiring additional funding.

The financial implications over the life of this agreement can be summarized as follows:

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2024	2025	2026	2027	2028	
Total Service	\$1,656,347	\$1,666,484	\$1,673,273	\$1,680,062	\$1,686,851	\$8,363,014

It is recommended that the OPS leverage the same prices negotiated by the City of Ottawa to deliver ITS security services to OPS members to meet operational requirements.

Failure to renew this EA within 30 days of the anniversary date (April 1, 2024) would result in the shutdown of access to the subscription-based software and the functional capabilities of the OPS. Additionally, it would also inhibit the OPS’ ability to detect and effectively and efficiently respond to a cyber incident.

CONCLUSION

The Board's endorsement of this renewal will reinforce the OPS’ commitment to staying at the forefront of technological advancements, ensuring that the OPS remains a resilient and adaptive force in upholding of community safety.

The OPS is seeking financial delegated authority for the Chief of Police to execute this contract.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**Deputy Chief Steve Bell, Chief Administrative Officer / Agent administratif
principal**

BellS@ottawapolice.ca

SUBJECT: SOUTH FACILITY PROJECT UPDATE - FOURTH QUARTER 2023

**OBJET: MISE À JOUR DU PROJET D'INSTALLATION SUD - QUATRIÈME
TRIMESTRE 2023**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

The South facility is the foundational project in the Ottawa Police Service (OPS) Facilities Strategic Plan (FSP). Located at 3505 Prince of Wales Drive, the South Facility Project (SFP) will develop approximately half, or 8 acres, of the full 15-acre site. The new South facility is critical to support necessary and evolving operations of the OPS.

Since 2018, the SFP has achieved various milestones that include:

- Selection and award of contracts to the Prime Architects – joint venture with Moriyama Teshima and CS&P Architects, and Colliers Project Leaders for Project Management services
- Strategic merger of Phase A and B campus facilities into a single facility

- Completion of design in mid-2020, as per original contract terms, with preliminary tender release
- Advancement of Phase B.1 design and refreshing the Facilities Strategic Plan during the spring 2021 pause to the tender award (to allow for project reassessment in consideration of Pandemic impacts and partnership opportunities)
- Ottawa Police Service Board (the Board) approval of the Facilities Strategic Plan in January 2023, allowing for the re-initiation of the SFP
- Board-approved re-assignment of Phase B.2 for OPS occupancy in light of the future disposal of the Queensview facility and portfolio space shortfall
- Re-release of the tender package in the summer of 2023

In September 2023, the Board approved the award of the general contractor construction contract to Broccolini Construction Inc.(BCI) and provided delegated authority to the Chief of Police to amend existing contracts and award new contracts required to complete the SFP, not to exceed the approved project budget.

The OPS also committed to informing the Finance and Audit Committee on a quarterly basis of the project status, highlighting financial commitments under the Chief's delegated authority.

DISCUSSION

Upon Board approval in September 2023, BCI was awarded the construction contract.

Following the Board's approval of the Tender award, the OPS engaged with City Legal to put in place owner procured insurance for the construction of the project. City Legal, through the City Insurance Broker, performed market research and obtained multiple quotes for the required insurances. City Legal provided a report to the OPS with the results of the quote exercise which identified the lowest bidding and compliant insurance companies. The procurement of insurance was finalized in November 2023.

In late October, following achievement of standard administrative requirements (insurance, bonding, etc.), BCI initiated construction mobilization work. This work included beginning site logistics activities such as utility locates, erecting perimeter fencing, and setting up site trailers. These logistical activities continued through until the end of Q4 of 2023.

At the same time, the OPS began to engage with the prime architect and project management support services to define the scope of work and receive proposals for the execution of Phase B.2.

On November 9, 2023, the Board Chair, Mayor of Ottawa, Councillor Lo, and Chief of Police attended the Groundbreaking Ceremony at the future OPS facility site.

CONSULTATION

Consultations with the public were not performed during Q4 of 2023 nor were they required. However, activities noted below have been completed as part of the SFP and in preparation for contract amendments.

Adjacent Neighbours

Lines of communication with neighbours are being maintained and regular updates will be provided to immediate neighbours of the facility as the construction proceeds.

City Councillor

Discussions with Councillor Lo are ongoing as the project progresses, being kept abreast of major project milestones and where there is reach out to the adjacent neighbours.

Carleton Lodge – 55 Lodge Road

The OPS is maintaining an open line of communication with the Administrator of Carleton Lodge and the Director of Long-Term Care as the SFP progresses.

City Procurement

City Procurement continues to provide process oversight to ensure Procurement Bylaw compliance for contract amendments and procurement of new contracts.

City Legal

City Legal provided process oversight and coordination with City Insurance Broker to procure through market research the three owner procured insurances required for construction.

FINANCIAL IMPLICATIONS

The Chief of Police has previously been provided delegated authority by the Board to amend existing contracts and award new contracts required to complete the SFP, within the approved project budget.

In Q4 2023, the SFP amended or awarded the following contracts as part of the Chief's delegated authority:

- The existing contract for Colliers Project Leaders related to project management support services was amended to include the Phase B.2 scope of work. The value of the amendment is \$287,314 (including rebated HST).
- The existing contract for Moriyama Teshima related to Prime Architecture services was amended to include the Phase B.2 scope of work. The value of the amendment is \$1,060,107 (including rebated HST).
- The OPS procured construction insurance through City Legal Services for the construction of the project to the sum of \$703,801(including PST).

FINANCIAL STATEMENT

Project Budget as of Q4 2023	\$179,046,193	South Facility 903447
Project Budget Adjustments 2024(*)	<u>\$ 14,669,000</u>	
Updated 2024 Total Project Budget	\$193,715,193	
Less: Spent/Committed(**)	<u>\$136,896,939</u>	At December 31, 2023
Available	\$ 56,818,257	

Q4 2023 Spending update

South Facility - Capital Order # 903447

Project spending (including commitments) in Q4 increased by \$4,265,765.

Balance as at September 30, 2023 \$132,631,174

Balance as at December 31, 2023(**) \$136,896,939

Commitments within the \$4.3M beyond those with Delegated Authority include contracts and services such as Cost Consultants, Telus vault relocation, Hydro Ottawa, billing of contractor and consultant services related to road modification, testing and inspection for the main construction, and Traffic City Services supporting Road Modification.

(*) Includes land cost, Central Assessment – Advancement and Elgin-C Advancement as part of 2024 budget ask.

(**) Includes new Colliers contract amendment and procurement of insurance. Full details of additional purchase orders issued within Q4 2023 will be identified in the 2023 year end financial report.

CONCLUSION

Throughout Q4 2023 the South Facility Project continued to progress, including amending contracts to support the Phase B.2 development, procuring construction insurance, and executing construction site logistics work.

As part of the approved Chief's Delegated Authority, the SFP will continue to amend existing contracts and award new as may be required to complete all aspects of the South Facility Project, primarily focused on tenant fit-up activities.

The OPS will continue to provide updates to the Board on a quarterly basis reporting on project progress and financial status.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**Deputy Chief Steve Bell, Chief Administrative Officer / Agent administratif
principal**

BellS@ottawapolice.ca

SUBJECT: SAFE WORKPLACE PROGRAM UPDATE

OBJET: MISE À JOUR DU PROGRAMME DE SÉCURITÉ AU TRAVAIL

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport.

BACKGROUND

In October 2023, the Ottawa Police Service (OPS) made the difficult decision to close the Workplace Investigations Office (WIO- formally known as the Safe Workplace Office) after a year of operation. The decision to close the WIO stems from ongoing process challenges in trying to have an independent, internal investigative body staffed with permanent employees of the OPS within the Chain of Command. Although the Service had the best of intentions with implementing this model, we have come to see that this framework has not served the needs of our membership and so we have taken the necessary steps to remediate our approach. These changes were communicated to the Board on October 22, 2023, and to the organization, the Senior Officers Association (SOA), and the Ottawa Police Association (OPA) on October 24, 2023.

Since this closure, the Service has been working diligently to refine the reporting structure and all policies and associated procedures that promote a safe workplace that is free of harassment, violence, and discrimination at OPS.

In December 2023, the former Chair of the Board wrote to Chief Stubbs to request additional information to better understand the Rubin Thomlinson (RT) recommendations with respect to the reporting processes and whether the WIO was consistent with those recommendations. The Board also sought clarifications on how the new proposed structure aligns with the RT recommendations and requested additional information regarding the intersections with the Police Services Act (PSA) requirements and how the old and new program structures allow those requirements to be fulfilled.

The purpose of this report is to provide a fulsome response to the Human Resources Committee on the above-mentioned requests.

DISCUSSION

The original structure of the SWP was co-created and included significant collaboration and co-production of activities with OPS members, the Board, and leading experts from community agencies in both private and public sectors.

The foundational activities associated with this program align with the 18 recommendations put forward by RT in their 2021 Assessment Report. Within this RT report, Recommendation 12 focused on how the Service should “create an office of the Workplace Investigator”. Document 1 of this report provides the Board with a comprehensive overview of recommendation 12 and how OPS addressed this within the original structure of the program and within the new program structure.

Within the initial phases of this program, recommendation 12 was prioritized through the work plans associated with the respond pillar. It was envisioned that this office would offer a wide range of services including centralized complaint intake, complaint assessment, complaint investigations conducted by internal investigators that would produce findings and recommendation reports, as well as monitoring and measuring progress.

The independence of the WIO was a priority. Staffing this office included the recruitment of resources that had no prior working history with the OPS as well as outfitting a physical space outside of OPS’s main facilities.

In June 2022, the OPS notified the Board that recruitment efforts for the WIO had required several modifications to the recommendations put forth in the RT report. There

were significant challenges in the recruitment effort and so these modifications were made to hire the external members.

Process Challenges with the implementation of the WIO

Police Services across the province have grappled with developing respect in the workplace programs that adequately meet the requirements set out by the Ontario Health and Safety Act (OHSA) and the PSA, while also maintaining the trust and confidence of members who utilize this program.

Within the original structure of the program, the OPS experienced significant challenges with the integration of the WIO into the broader SWP. Promoting cohesion with existing respectful workplace, labour relations and disciplinary processes also proved challenging. The embedding of an investigative office within the organization challenged the WIO's ability to implement their mandate while also maintaining independence and neutrality. The WIO was, unfortunately, constantly managing conflict with the disciplinary processes governed by Part V of the PSA. There were procedural fairness challenges, overlap in investigative mandates, and an inability to deconflict files that were in multiple forums. The commitment to an independent office that did not intersect with the rest of the organization was simply unrealistic and created a series of structural challenges for the Chief of Police to manage.

Legislative Challenges – Police Services Act (PSA) and Ontario Health Safety Act (OHSA)

Part V of the PSA prescribes the process for all complaints of sworn officer misconduct and disciplinary proceedings. As is evident, there are circumstances where the behaviour that could be subject to a workplace investigation may rise to the level of misconduct. Conducting these types of investigations in a vacuum without appropriate consultation and deconfliction proved challenging for the OPS to manage.

Listed below, is a summary of some of the challenges experienced with intersections between the PSA and the other internal complaint processes.

Six-Month Limitation Period: The PSA stipulates that, from the day that a complaint is received about the conduct of a police officer by the Service, the Service must issue a hearing notification within six months. If six months have elapsed, the Service must notify the Board of the delay and seek their approval to proceed with a hearing notification if it is deemed to be reasonable, under the circumstances. In circumstances where the WIO received a complaint that ultimately rose to the level of misconduct, the six-month time limitation commenced at the time the WIO was made aware. This created challenges in the PSU being able to effectively manage complaints within their

mandate and made it challenging for the Chief of Police to adhere to these legislated timelines.

Misconduct: Officer Misconduct is defined in the PSA within Ontario Regulation 268/10 “Code of Conduct”. Should an investigator find reasonable and probable grounds to conclude that misconduct has occurred, the Chief of Police can refer the case to a hearing officer. The Chief may also resolve complaints informally upon conclusion of a Part V investigation and upon review of a written report.

As explained above, the definitions of misconduct are broad and could encompass most, if not all, respect in the workplace issues. While it is recognized that the Part V process is not the optimal avenue to resolve such complaints, it is currently the only avenue available to impose discipline upon a sworn police officer.

Procedural Fairness: Multiple processes can create challenges in producing potentially conflicting findings, process delays, and increased psychological stress for all members involved. Upon conclusion of an RT investigation, where the complaint rose to the level of misconduct, the complaint had to be referred to PSU for a subsequent investigation. This causes unnecessary hardship on the parties involved.

Duties of the Chief: Where a Chief of Police, or their designates, are aware of complaints about the conduct of a police officer employed by his or her police force, the Chief shall cause the complaint to be investigated and the investigation to be reported on in a written report. Upon making a complaint about the conduct of a police officer, the Chief of Police shall promptly give notice of the substance of the complaint to the police officer unless, in the Chief of Police’s opinion, to do so might prejudice an investigation into the matter.

Under the previous investigative structures, it was difficult for the Chief to manage these obligations and responsibilities without oversight of the investigations. During the RT pilot, independent/third party intake and investigation of complaints did not provide the Chief with adequate information and oversight into the nature of the complaints and the response to such complaints, thus creating challenges in fulfilling PSA and OHSA obligations.

Under the WIO model, similar challenges occurred due to the WIO’s independent nature. An added challenge was that the Executive Director of the WIO was a member of the OPS and thus a designate of the Chief and so it could not be articulated that the Chief or the OPS was unaware of the ongoing complaints as was the case in the RT Pilot. This awareness could compel action by the Chief, which would infringe on the

WIO's ability to maintain independence outside the Chain of Command in the complaint and investigative process.

Current SWP Structure

Since the closure of the WIO in October 2023, the OPS has continued to receive complaints at a regular cadence and has proactively reached out to the membership to provide updates and ensure reporting. The OPS has prioritized relationship-building with both associations and worked diligently to strengthen the governance of the SWP.

The SWP has been realigned to the Human Resources Directorate. The Program Manager - SWP is responsible for the intake, screening, triage, and resolution of complaints made to the SWP. Complaints continue to be received through the Standardized Intake Form and following intake and screening, complaints go before a Triage and Resolution Committee which decides a path forward for the complaint. Pathways may include Chain of Command intervention on operational decisions, conflict coaching, workplace assessments, facilitation, a full range of alternative dispute resolution options, and where appropriate, workplace investigations that are reasonable in the circumstances and compliant with applicable legislation and best practices. Where it is determined that an investigation is required, in most cases a third-party resource will be retained to conduct an independent investigation into allegations of harassment, violence, and/or discrimination. The Service will be engaging with multiple qualified firms with expertise in Workplace Investigations and placing rigorous service standards around investigation completion timelines. Our members need to receive timely and effective investigations to reduce undue hardship as a result of prolonged processes, service standards will be implemented to require file updates to be delivered no less than every 30 days to the Manager of SWP. All investigators retained through this program are required to demonstrate cultural competence in equity, diversity, and inclusion and practice from a trauma-informed approach.

Within this new structure, the program has taken deliberate steps to balance the prioritization of all program pillars as well as the continuum of resolution options available for all members. We aim to respect self-determination in the process and empower members to work through and manage their workplace concerns with the support of a broad range of subject matter experts.

Understand, Prevent, Support and Restore

Organizational understanding and managing program effectiveness, which includes identifying opportunities for improvement and integration within all pillars, will continue to be an important component of the program. Since the commencement of this work in

2020, the Service has witnessed a shift in focus from investigative functions to valuing alternative dispute resolution and strengthening preventative efforts. This focus has been reinforced by engaging in a thematic analysis of the complaints received to date, which have identified issues of incivility and interpersonal conflict as being the root issue in most of the complaints. Applying an alternative dispute resolution lens to the management of interpersonal conflict can support an increased understanding of problematic behaviors and help foster restoration at the individual and organizational levels.

To support building competence to manage and mitigate workplace conflicts, the Service has created a Code of Professional Ethics that provides all members with clear expectations of their behavior. This code aims to guide the conduct of all members, influence workplace culture, and outlines an ethical framework that helps each member to deliver services in the community and in the workplace in an ethical, equitable, and inclusive manner. We also continue to support members in a variety of holistic ways as they navigate these processes.

The SWP will continue to monitor trends in the workplace and build member capacity in this space. The program is agile and well-built to respond to changing demands.

Investigative Thresholds

Investigations are still a necessary and prudent component of the program. The OPS has finalized the Workplace Harassment, Violence, Discrimination, and Reprisal Policy (Document 3) that governs the investigative process for all SWP complaints.

Complaints of workplace harassment, discrimination, violence, and reprisal, will be assessed for the appropriateness of an investigation, based on the definitions contained in the Occupational Health and Safety Act (OHSA) and the Ontario Human Rights Code. Investigative resources will be managed by the Program Manager, SWP to conduct investigations according to industry best practices.

Investigations will be conducted in those circumstances where it is determined by the Triage and Resolution Committee that the complaint meets the investigative thresholds as legislated in the OHSA. The refinement of the Triage and Resolution committee has facilitated a continuum of resolution options and allows for the timely determination of how a complaint could be best managed. Issues that do not meet investigative thresholds will be triaged to the appropriate organizational unit for remediation which may include alternative resolution and restoration.

CONSULTATION

The Service continues to value the importance of collaboration and co-production of SWP activities with both internal and external stakeholders. The SWP 2024 work plan includes a renewed focus on internal and external advisory groups to ensure that program deliverables are in alignment with the changing needs of the organization.

FINANCIAL IMPLICATIONS

N/A

SUPPORTING DOCUMENTATION

Document 1: Status of Rublin Thomlinson Recommendations

Document 2: Equitable Work Environment Policy

Document 3: Workplace Harassment, Violence, Discrimination and Reprisal

Document 4: Complaint Intake and Triage Procedure

Document 5: Investigative Procedure

Document 6: Code of Professional Ethics

Document 7: Core Human Rights Policy

CONCLUSION

The OPS is committed to supporting the success of this program and will continue to work collaboratively with all internal and external stakeholders to strengthen the SWP to better meet the needs of our members. This program is a cornerstone of the work we are doing on culture change and is tied to all of our strategic goals over the next five years. The OPS will continue to update you on the program's progress.

Rubin Thomlinson Recommendations – Original Report and Close-Out Report	Description of Recommendation	Original SWP Model	New SWP Model (Effective Nov.1, 2023)
<p>Recommendation 12: Create a new “Office of the Workplace Investigator”</p>	<p>We recommend that a new “Office of the Workplace Investigator” (the “Office”) be created, and that it be independent of the chain of command. The Office would investigate all complaints made under the Equitable Work Environment Policy, Respectful Workplace Policy, and Violence & Harassment in the Workplace.</p>	<p>The original structure of the WIO was a modification of the RT Recommendation. The WIO reported directly to the Chief of Police and was therefore not outside the Chain of Command. The WIO did have a mandate to investigate all complaints made under the Equitable Work Environment Policy, Respectful Workplace Policy, and Violence & Harassment in the Workplace.</p>	<p>Within the new structure, the Manager – SWP intakes complaints through a standardized intake and screening process. Complaints are then brought to the Triage and Resolution Committee to determine an appropriate path for the complaint.</p> <p>If it is deemed that the complaint requires an investigation, the service will assign the file to an appropriate resource for independent investigation. The investigation will be conducted, in most circumstances by a third party, who will be external to the organization and therefore, outside the Chain of Command.</p> <p><u>Effective December 31, 2023</u> The OPS has implemented the revised Workplace Harassment, Violence, Discrimination and Reprisal Policy. This new policy and its associated procedures outline that:</p> <ul style="list-style-type: none"> • Complaints of workplace harassment, discrimination, violence, and reprisal, will be assessed for the appropriateness of an investigation, based on the definitions contained in the Occupational Health and Safety Act (OHSA) and the Ontario Human Rights Code. Investigative resources will be managed by the Program Manager, Safe Workplace Program to conduct investigations in accordance with best practices. • Investigations will be conducted only for complaints that have been previously assessed by the Triage and Resolution Committee and determined to meet investigative thresholds as legislated in the OHSA.

	<p>The person who leads the Office should be a lawyer or an adjudicator with an employment law, labour law, and/or human rights background.</p>	<p>This recommendation was not implemented as outlined by RT.</p>	<p>All investigations will be completed by competent investigators with significant employment, labour law and/ or human rights backgrounds.</p>
	<p>It is crucial that the Office be independent. The person who leads the Office would report to the Chief of Police. They should be provided with office space separate from other operational offices. Their electronic files should not be accessible by anyone outside of the Office, and they should be able to manage their own budget. In addition, the Office must be sufficiently resourced so that other investigators can be added, and that investigations can be conducted efficiently and on a timely basis.</p>	<p>The Executive Director of the WIO did report to the Chief of Police.</p> <p>The location of the original WIO office was located at 150 Isabella which had no other OPS units within it.</p> <p>All electronic file and case management systems were not accessible by anyone outside of the office and the Executive Director was responsible for managing the unit's budget.</p> <p>There were structural challenges with having the WIO report to the Chief of Police which included gaps in subject matter expertise, adequate oversight, and procedural issues related to the PSA.</p>	<p>The Location of the Safe Workplace Office is located at 19 Fairmont. The Office is located in a low-traffic area of the building and members can make arrangements to meet with the Manager- SWP at a location that is comfortable for them.</p> <p>The location has been deemed to be suitable for members attending confidential meetings with sections such as the Professional Standards Unit and the Wellness Unit.</p> <p>Security and necessary precautions are in place to protect the file integrity and confidentiality of the SWP case files.</p> <p>The WIO budget has been reassigned to the SWP and is being used to retain external investigators and alternative dispute resolution practitioners.</p>
	<p>The person who leads the Office should have no prior employment history with the OPS, and we would recommend that the OPS seek input from both the OPA and the SOA as to who this person might be.</p>	<p>All employees hired to work in the WIO had no previous employment history with OPS.</p>	<p>The Manager – SWP was an external hire as part of the original hiring process for the WIO.</p> <p>As part of the new model, the Program Manger- SWP and the Command Team have been meeting regularly with the associations to foster stronger relationships and partnerships with respect to the SWP initiatives.</p>
	<p>This person would be employed for a specified term – we would suggest five years – and their employment contract would have special protections to enhance their independence.</p>	<p>All WIO Job descriptions were posted as term contracts ranging from 3 to 5 years in duration; however, the employees were ultimately hired as full time permanent employees of the Ottawa Police Service and members of the Senior</p>	<p>The Manager – SWP is a full-time OPS employee and was hired originally as a member of the WIO..</p>

		<p>Officers' Association. As such, this recommendation was not implemented as intended.</p> <p>Upon the completion of the hiring process, the successful candidates were offered full-time positions with the Service.</p>	
<p>Recommendation 13: Heighten knowledge of human rights within the Professional Standards Unit and for hearing officers</p>	<p>We recommend that those conducting investigations in the Professional Standards Unit receive additional training on human rights, harassment and discrimination, equity, diversity, and inclusion, as well as human rights-based workplace investigation models.</p>	<p>An annual training day for the Professional Standards Unit was created to cover the topics of Sexual Harassment, Sexual Assault, and Sexual Misconduct investigations, including Workplace Harassment and Discrimination, and Trauma Informed Approach to Police Investigations.</p> <p>The training specifically addresses Recommendation #13 and RT's conclusions. Presenters include OPS Legal, the Provincial Crown Attorney, and an Independent Workplace Investigator.</p> <p>Topics also cover legislative requirements under OHSA, OHRC, PSA, and CCC. The inaugural session was held in May 2022, with an additional session took place in September 2023.</p>	
<p>Police Services Act: Part V</p>	<p>Part V Part V of the Police Services Act (Act) outlines the legislative requirements for Complaints and Disciplinary Proceedings for Sworn Members.</p> <p>Six-Month Limitation Period: The PSA stipulates that from the day that a complaint is received about the conduct of a police officer by the service, the Service must issue a hearing notification within six months. If six months have elapsed, the Service must notify the police services Board of the delay and seek their approval to proceed with a hearing notification if it is deemed to be reasonable, under the circumstances.</p>	<p>RT recommend that the WIO and the PSU create a Memorandum of Understanding (the "MOU") that clearly sets out how cases will be handled between them, including evidentiary issues, fairness issues to parties, etc. The MOU would be accessible by OPS employees, and would hopefully increase transparency and enhance the perception of fairness.</p> <p>OPS did not fulfill this recommendation as the development of an MOU between the WIO and PSU would not mitigate the requirements outlined in Part V. WIO would meet with PSU on a case by case basis to discuss complaints.</p>	<p>The new SWP model facilitates better adherence to the legislative requirements under Part V of the PSA and ensures procedural fairness for all parties involved.</p> <p>Within the new model, the Inspector of the Professional Standards Unit is a member of the Triage and Resolution Committee. This committee meets weekly or as needed to review all internal complaints. This plays a critical function in ensuring that complaint involving sworn members, that could rise of the level of misconduct under the PSA, are investigated through the appropriate legislative regime from the onset of the complaint submission to reduce infringing on the six-month limitation period and a duplication of the investigative processes.</p> <p>It also ensures that the Chief's designates are consideration all organizational information when assessing a complaint, deconflicting issues that may be in multiple forums, and appropriately managing risk for the organization.</p>

	<p>Misconduct: Officer Misconduct is defined in the Police Services Act within Ontario Regulation 268/10 “Code of Conduct”. Should an investigator find reasonable and probable grounds to conclude that misconduct has occurred, the Chief of Police can refer the case to a hearing officer. Unless the case has been heard at a hearing to determine if misconduct has occurred, a police officer in Ontario cannot have discipline imposed upon them from any other investigative body. This would then require a completely new investigation to be initiated by the Professional Standards Unit.</p> <p>The definitions of misconduct are broad and could encompass most if not all respect in the workplace issues. The Part V process is not the optimal avenue to resolve such complaints.</p> <p>Procedural Fairness: Multiple processes can create challenges in producing potentially conflicting findings, process delays, and increased psychological stress for all members involved.</p> <p>Duties of the Chief: Where a Chief of police or his designates are aware of complaints about the conduct of a police officer employed by his or her police force, the Chief shall cause the complaint to be investigated and the investigation to be reported on in a written report. Upon making a complaint about the conduct of a police officer, the Chief of police shall promptly give notice of the substance of the complaint to the police officer unless, in the Chief of police’s opinion, to</p>	<p>This was also a structural challenge of the WIO as they operating as “independent”; however, they were designates of the Chief of Police as they were not outside the Chain of Command. This cause procedural issues related to the Chief’s obligations pursuant to Part V of the PSA.</p> <p>Under the previous investigative structure, it was difficult for the Chief to manage these obligations and responsibilities without oversight of the investigations.</p> <p>Independent/third party intake and investigation of complaints during the RT Pilot did not provide the Chief with adequate information and oversight into the nature of the complaints and the response to such complaints., thus creating challenges in fulfilling PSA and OHSA obligations.</p>	
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	do so might prejudice an investigation into the matter.		
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	Equitable Work Environment	
	Policy Section: Human Resources	
	Policy No 3.34	Effective Date: 20 December 2023
Policy Description: In alignment with the Service’s Human Rights Core Policy, the Ottawa Police Service (“OPS”) is committed to providing an equitable and inclusive work environment that recognizes the unique value of each employee hired to contribute to the overall success of the Service based on their individual skills, knowledge, experiences, and abilities.		
This Policy replaces: Equitable Work Environment Policy dated November 3, 2017.		

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Purpose

OPS recognizes and is committed to the principles of diversity and inclusion because they enrich innovation, engagement, internal culture, and service delivery. As such, the OPS supports a diverse and representative workforce and will ensure equitable employment opportunities and benefits through the establishment and maintenance of fair and inclusive policies and practices, both formal and informal, and the elimination of systemic barriers to full equity for all employees.

To this end, the Service will provide equitable employment policies and practices, and will identify and address systemic barriers to address under-representation of historically marginalized persons.

Scope

The Equitable Work Environment Policy applies to all Ottawa Police Service (OPS) employees, including permanent, full-time, part-time, temporary, casual, probationary, contract, auxiliary, and seconded employees as well as non-OPS employees who work for the OPS to gain experience or for benefits, such as volunteers, students, interns, and apprentices.

Furthermore, this Policy applies at all stages, and to all aspects, of the employment relationship including, but not limited to, recruitment, selection, onboarding, competitions, promotions, job placements, transfers, training, and development opportunities, and includes conditions of work such as work location, leave, and special working relationships.

Application

Unless otherwise stated, this policy applies to all OPS business, activities, and operations.

Policy

1. The Ottawa Police Service will provide a work environment where every employee has a right to equal opportunity and treatment without discrimination or harassment based on prohibited grounds referenced in the *Ontario Human Rights Code*.

2. The OPS will review employment policies and practices on an ongoing basis using an equity lens to identify, mitigate or remove attitudinal and systemic barriers to full employment.
3. The OPS will ensure alignment of its Human Resources practices, and other employment opportunity or benefit related decision-making practices, to equity-related legislative requirements or expectations to ensure an equitable workplace and a workforce that is reflective of local labour market availability and the communities served.
4. The OPS will achieve and maintain a talented and highly qualified representative workforce by actively seeking to attract skilled individuals of diverse backgrounds.
5. The Service will adhere to the principles of equity and merit as key criteria for hiring, transfers, promotions, acting assignment opportunities, and other employment-related opportunities and decision-making.
6. The OPS will ensure that essential job qualifications for positions are identified prior to hiring or promoting for a position, and that the job qualifications are essential to the position (bona fide). Selection processes will be consistent with the *Ontario Human Rights Code* and Ontario Human Rights Commission policies/best practices.
7. The OPS will promote the development of proactive strategies by establishing qualitative and quantitative data collection methods and objectives specific to equity principles. Progress on the achievement of results will be measured and reported to employees, the Ottawa Police Services Board, and the public.
8. The OPS will ensure the Service's EDI & Engagement Lens is applied by lead decision-makers during development and implementation of strategic goals and priorities, projects impacting employees, and in response to matters associated with the *Ontario Human Rights Code*.
9. The OPS will provide accommodations for employee needs related to protected grounds of discrimination defined within the *Ontario Human Rights Code*, up to the point of undue hardship. All employees are expected to respect and uphold the confidentiality of the Accommodations process and the right of all colleagues to privacy.
10. The Service will provide consistent and standardized support to employees in supervisory/managerial/leadership roles to support and facilitate adherence to Ontario Human Rights Code requirements, current relevant case law,

employment equity, and accessibility best practices. Failure to adhere to the Ontario Human Rights Code requirements is considered discrimination.

11. OPS will provide all employees with opportunities to increase their knowledge and skills with respect to equity principles, human rights, intercultural competence, and other relevant matters.
12. The Service will engage employees, employee associations, and community organizations representing women, racialized persons, Indigenous peoples, persons with disabilities, and other groups, in the development of strategies and special initiatives to promote equity in the workplace. This includes ongoing support for, and inclusion of, employee resource groups (ERG).

Accountabilities

Employees

Shall:

1. Conduct themselves by word, deed, and gesture in a manner that is conducive to an equitable and inclusive work environment.
2. Refrain from committing or supporting any acts or omissions that may constitute a violation of this policy.
3. Report any perceived barriers or potential barriers to equal employment opportunities and benefits.
4. Notify their supervisor or manager of their need for an employment-related accommodation and participate as necessary in the accommodations process.
5. Additionally, individuals in positions of responsibility and having the authority to make or have an impact on employment decisions are responsible for ensuring that this policy is consistently applied within the scope of their authority.

Supervisors, Managers, Team Leaders

In addition to the requirements set out above for all employees, supervisors, managers, and team leaders shall:

1. Be aware of policy and legislative obligations pertaining to ensuring a diverse, equitable and inclusive workplace.

2. Play an integral role in creating and maintaining an organizational culture of equity and inclusion; actively engage in initiating, promoting and championing inclusive strategies to retain a diverse workforce.
3. Ensure equal access to growth and leadership development, educational and training opportunities, succession planning, mentoring opportunities and other resources. This includes ensuring competitive internal and external recruitments rather than direct appointments where possible.
4. Act immediately on observations or allegations of conduct that is contrary to this policy, recognizing their responsibility for creating and maintaining diverse, equitable and inclusive workplace, which includes addressing potential problems at the earliest opportunity.
5. Demonstrate strong leadership, support of an equitable and inclusive workplace, and fairness and impartiality in employment opportunity related decision-making, including accommodations.
6. In consultation with the Wellness Directorate, facilitate the accommodations process for their reports in an equitable and confidential manner, based on needs associated with a protected ground and up to the point of undue hardship.
7. Not engage in, tolerate, condone, or ignore behaviour that contravenes this policy.
8. Ensure that employees under their command are aware of this policy.
9. Encourage employees to complete confidential self-identification and engagement surveys, and support related awareness-raising efforts.
10. Participate in mandatory training provided by the Service as it relates to this policy.
11. Where appropriate, seek advice and/or assistance from the EDI Unit in dealing with actual or potential issues relating to this policy.
12. Refrain from reprisal or treating those under their supervision adversely in any way because they reported an incident that violates this policy.

Professional Development Centre Inspector or Designate

In addition to the requirements set out above for all employees, the Professional Development Centre Inspector or Designate shall:

1. Ensure that all persons required to participate in mandatory training related to this policy receive said training;

2. Ensure mandatory training for new employees is available at least three times throughout the calendar year;
3. Ensure that all persons are required to sign and acknowledge having received the mandatory training, and that a copy of their most recent attendance is placed in their personnel file;
4. Ensure that training and educational resources/tools are available and accessible to OPS employees via the OPS Intranet, WIKI page and other relevant platforms;
5. Ensure all employees in positions to deliver training, coaching, mentoring, etc. have received EDI, human rights, intercultural competence and other relevant training and practice continuous learning in these areas.
6. In conjunction with the EDI Unit, identify and integrate training/education related to Equity, Diversity, Inclusion, Human Rights, and Intercultural Competence into all current and future courses where it has been deemed this training is applicable to the pre-existing and future course content.
7. Provide training reports/data as needed to the Superintendent RVI and Chief Human Resources Officer (CHRO).

CHRO or Designate

In addition to the requirements set out above for all employees, the CHRO or Designate shall:

1. In collaboration with the Superintendent RVI, ensure that education and organizational awareness is provided to all employees regarding this policy, associated procedures, equity principles, human rights, intercultural competence, and other relevant matters.
2. Ensure that employment policies, practices and procedures are consistent with human rights and equity legislation.
3. Engage EDI subject matter experts as necessary to identify and support attainable equality standards at all levels within the Service, as well as to address barriers to equality in the workplace; includes establishing qualitative and quantitative objectives specific to equity principles and ensuring application of an equity lens to employment opportunity related decision-making.
4. Support self-identification and engagement survey efforts and related awareness-raising efforts; ensuring confidentiality of information collected.
5. Facilitate the accommodations process.

Superintendent RVI or Designate

In addition to the requirements set out above for all employees, the CHRO or Designate shall:

1. Ensure the Service is aware of responsibilities/accountabilities related to this policy.
2. Ensure the necessary resources and actions are in place to uphold this policy; includes supporting Human Resources obligations under this policy with subject matter expertise.
3. Support service-wide awareness of relevant obligations, expectations, and proactive strategies to foster a diverse, equitable, and inclusive workplace by providing subject matter expertise and guidance.
4. Ensure the Service's EDI & Engagement Lens is accessible to, and leveraged by, lead decision-makers; includes providing subject matter expertise and support.
5. Promote collegial feedback among directorates on their EDI efforts.
6. Collaborate with necessary units to deliver self-identification and engagement surveys and related awareness-raising efforts, supporting confidentiality of information collected.
7. Work with employees, employee associations, and community organizations representing women, racialized persons, Indigenous peoples, persons with disabilities, and other potentially marginalized groups, in the development of strategies and special initiatives to promote equity in the workplace.
8. Provide ongoing support for employee resource groups (ERG) and leverage the groups for input on experiences and inclusion within the Service.
9. Analyze internal representation in comparison to external labour availability rates and community demographics to develop, improve, and adjust equity strategies as required.

Senior Officers and Executive Command

Shall:

1. Be aware of their legislative obligations pertaining to ensuring a diverse, equitable and inclusive workplace and fulfill those obligations.
2. Ensure diversity, equity and inclusion is a continuously present focus and a core value in decision-making.

3. Promote use of the Service's EDI & Engagement Lens; encouraging application of the Lens by lead decision-makers during development and implementation of strategic goals and priorities, projects impacting employees, and in response to matters associated with the *Ontario Human Rights Code*.
4. Provide all necessary supports to persons working directly under their command to ensure their ability to adequately and effectively facilitate a diverse, equitable and inclusive workplace.
5. Assist persons under their direct command as it relates to inquiries, intervention, and response to incidents that contravene this policy.
6. Actively support action to change discriminatory or exclusionary workplace practices.
7. Continue to assess and correct workforce inequities throughout the Service including leadership appointments, promotional opportunities, acting assignment opportunities, training requests, access to flexible and alternate work options, and compensation.
8. Encourage participation in confidential self-identification and engagement surveys, and support related confidentiality requirements and awareness-raising efforts.
9. Additionally, Executive Command will be responsible for determining whether an accommodation will create undue hardship.

Monitoring and Reporting Requirements

The OPS, under direction of the Superintendent RVI, will conduct regular audits and reviews to measure the performance of the Equitable Work Environment Policy, and to monitor and evaluate progress toward achieving employment equity related goals.

The Chief shall report to the Ottawa Police Services Board on an annual basis with respect to the aforementioned audits and reviews.

Reviews and Revisions

The Equitable Work Environment Policy shall be reviewed and approved every three years, or more frequently should circumstances require. Any revisions to this Policy shall be accompanied by supporting detail on the material changes and associated rationale.

Roles and responsibilities regarding approval, revision and/or rescinding of the Equitable Work Environment Policy shall be as described in the table below.

Table 2: Reviews and Revisions

DOCUMENT	APPROVAL, REVISION, OR RESCINDING OF CHANGES	APPROVER	APPROVAL CYCLE
Equitable Work Environment Policy	The Superintendent RVI	The Chief of Police	Every three years, unless deemed otherwise

Consequences

The OPS reserves the right to take action for non-compliance with this policy.

Governing Authorities

9.1 Federal

[Charter of Rights and Freedoms](#)

9.2 Provincial

[Human Rights Code](#), R.S.O. 1990, c. H. 19

[Accessibility for Ontarians with Disabilities Act](#), 2005, S.O. 2005, c. 11

[Anti-Racism Act](#), 2017, S.O. 2017, c.15

[Municipal Freedom of Information and Protection of Privacy Act](#), R.S.O. 1990

[Occupational Health and Safety Act](#), R.S.O. 1990, c. O.1

[Pay Equity Act](#), R.S.O. 1990

[Police Services Act](#), R.S.O. 1990, c. P.15

9.3 Provincial Adequacy Standards

[AI-003 Equal Opportunity, Discrimination and Workplace Harassment](#)

9.4 Ottawa Police Services Board Policies

CR-1 Positive Workplace

CR-13 Workplace Violence and Harassment Prevention

CR-14 Accessibility Policy

CR-16 Human Rights and Racial Profiling

Related Policies, Procedures, Tools, Templates

Human Rights Core Policy

Workplace Harassment, Violence and Discrimination Policy

Procedures (available on the [HR Section page](#)):

- o Process and Procedure Maternity, Parental Leave and Prevention of Discrimination and Accommodation based on Sex (including Pregnancy)
- o Process and Procedure Prevention of Discrimination and Accommodation based on Gender, Gender Identity and Gender Expression
- o Process and Procedure for Prevention of Discrimination and Accommodation based on Family Status
- o Process and Procedure for Prevention of Discrimination and Accommodation based on Disability

[EDI & Engagement Lens – Procedural Guide](#)

EDI & Engagement Lens Template :



4_EDI Lens Template
- v1 June 10_2022 FIN

Enquiries

Please direct enquiries about this policy to: Superintendent RVI

Definitions

Please refer to the Human Rights Core Policy for relevant definitions.


	WORKPLACE HARASSMENT, VIOLENCE, DISCRIMINATION AND REPRISAL	
	Policy Section: Human Resources	
	Policy No 3.15	Effective Date: 20 December 2023
Policy Description: In alignment with the Service’s Human Rights Core Policy, this Policy and related procedures establish a framework for the timely and effective response to issues of workplace harassment, violence, discrimination, and reprisal.		
This Policy replaces:		
<ul style="list-style-type: none"> • Respectful Workplace Policy, 3.15, July 19, 2010 • Violence & Harassment in the Workplace, 3.24, April 5, 2017 		

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Definitions

Employee: means all sworn and civilian members, including all full-time, part-time, temporary, permanent, casual, probationary, and auxiliary members; volunteers; students; contractors and associates; and for greater certainty includes persons occupying an executive position. Employee and worker may be used interchangeably

Supervisor: means a person who has charge of a workplace or authority over a worker.

Workplace: means any land, premises, location or thing at, upon in or near which a worker works.

Workplace Harassment: means,

- a) Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome, or
- b) Workplace sexual harassment

Workplace Sexual Harassment: means,

- a) Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- b) Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Note: Harassment does not include effective, appropriate, and respectful management processes. Supervisors and Managers shall retain their right to carry out their responsibilities as such including their right to manage their areas of responsibility.

Workplace Violence means:

- The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker
- An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or
- A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Discrimination: treating someone unfairly by either imposing a burden on them, or denying them a privilege, benefit, or opportunity enjoyed by others, because of their race, citizenship, family status, disability, sex or any other personal characteristic listed as a protected ground in the Ontario Human Rights Code.

Discrimination includes any act or omission that results in discrimination, regardless of the form of the act or omission, and whether or not the person responsible for the act or omission intended to discriminate. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices, or procedures that appear neutral but disadvantage certain groups of people. Discrimination

may take obvious forms, or it may happen in very subtle ways. Even if there are many factors affecting a decision or action, if discrimination is one factor, there is a violation of human rights legislation.

Related actions, policies, or procedures that do not have a discriminatory effect when considered individually can constitute discrimination if the combined operation of those actions, policies, and procedures results in discrimination.

- All other program definitions are accessible through the Ottawa Police Service's PolicyNet Glossary.

Context

1. This policy applies to employees who are engaged in work, work-related activities, work-related relationships both on and off Ottawa Police Service (OPS) premises. This can include, but is not limited to the following OPS activities:
 - remote work activities controlled by OPS;
 - instruction, training and information sessions;
 - attendance at events, including social events;
 - attendance at meetings and conferences;
 - travel to and from OPS approved activities; and
 - use of communication technology, including social media platforms with a connection to the workplace and the above workplace conditions.
2. This policy and its procedures operate in conjunction with the rights provided to employees and the service under the Collective Agreements and supported by the Service's Code of Professional Ethics.

Purpose

The purpose of this policy is to:

- Ensure that all employees understand their rights and responsibilities in relation to workplace harassment, violence, discrimination and reprisal.
- Foster a culture where employees feel confident reporting incidents and concerns related to workplace harassment, violence, discrimination and reprisal.
- Outline the Services approach to maintaining a safe and respectful workplace which includes:
 - Early identification and resolution of workplace conflicts using informal or alternative resolution methods wherever appropriate.
 - Processes and procedures for reporting and addressing incidents of workplace harassment, violence, discrimination and reprisal; and
 - Proactive measures to educate, train, and engage with employees to promote a safe, respectful and inclusive workplace culture.

Policy

1. The OPS is fully committed to maintaining a safe, respectful, and inclusive workplace for all employees. Employees have the right to work in an environment free from harassment, sexual

harassment, discriminatory harassment, violence, and discrimination. This policy signifies OPS's commitment to responding to all forms of workplace harassment, violence, discrimination and reprisal in accordance with its legal obligations set out under the Occupational Health and Safety Act (OHSA), the Ontario Human Rights Code, and guided by the Ministry of Labour, Immigration, Training and Skills Development (MOL) [Code of Practice to Address workplace harassment](#).

2. All employees shall refrain from workplace harassment, sexual harassment, discriminatory harassment, violence, discrimination and any form of reprisal.
3. The filing of a complaint does not guarantee that an investigation will occur; additionally, an investigation may be required where a formal complaint has not been made.
4. Examples of conduct not typically considered workplace harassment or reprisal include, but are not limited to:
 - Workplace conflict or incivility
 - Single or isolated instances of minor inappropriate behavior.
 - Reasonable supervisory actions taken for legitimate work purposes.
5. The reasonable exercise of management rights (e.g., by a supervisor or Senior Leader) does not constitute workplace harassment and discrimination provided that it is exercised fairly without discrimination and in a manner consistent within the Collective Agreements and Police Services Act (PSA). Examples of management rights can include, but not limited to:
 - Performance management, including performance to meet job standards and expectations, providing constructive feedback, measuring and evaluating performance;
 - Assigning and allocating work;
 - Enforcing workplace policies and procedures;
 - discharge, direct, classify, transfer, promote, demote or suspend, or otherwise discipline any employee.
 - Following up on work absences; and actions taken in alignment under Part V of the PSA.

Confidentiality

6. All employees are required to uphold the Safe Workplace Program (SWP) Confidentiality Agreement throughout all steps of the complaint process, including resolution and restorative activities following an investigation.

Reporting Process

7. Any employee who believes they have experienced or witnessed workplace harassment, violence, discrimination and reprisal can report the incident.
8. Employees can use the **reporting aide** attached to this policy to identify who best to report to based on their circumstances. Regardless of where the complaint is filed, it must be reported utilizing the SWP Complaint Intake Form.
9. Employees are permitted to file group complaints where two or more employees have experienced or witnessed similar issues.
10. If a complaint is made anonymously, it will be reviewed to the extent possible. However, anonymous complaints may affect the Service's ability to investigate and respond effectively.

11. Employees can also report incidents or concerns related to harassment, violence, discrimination and reprisal externally to:
 - Ontario [Human Rights Tribunal](#)
 - Ministry of Labour, Immigration, Training and Skills Development
12. Chain of Command who witness or become aware of alleged workplace harassment, violence, discrimination or reprisal are expected to take immediate action to report the incident in compliance with supervisory responsibilities under the OHS and Human Rights legislation.
13. Following intake and initial screening, all complaints will be tabled at the Triage and Resolution Committee where they will be assigned if applicable to the appropriate section for response, investigation, resolution, and/or restoration as outlined in the Triage and Resolution Committee Charter.

Investigative Process

Where it is determined by the Triage and Resolution Committee that a workplace investigation is required, a resource will be retained to conduct an investigation into allegations of harassment, violence, discrimination and reprisal pursuant to OHS and Human Rights legislation.

14. All potential workplace investigations will be assigned to an investigator by the Program Manager- SWP in accordance with the Investigative procedures.
15. In cases in which ongoing harassment, discrimination or violence is disclosed, the Program Manager- SWP will contact Labour Relations to determine if interim measures need to be taken to ensure the safety of the party or parties as well as the workplace. Labour Relations will be responsible for the implementation of all interim measures and will ensure the appropriate internal stakeholders are involved.
16. Following a workplace investigation, appropriate action will be taken, which may include disciplinary measures, training, performance management, referral to PSU or other interventions.
17. Complainants and Respondents will be notified in writing of the results of the investigation and any corrective action that is taken or that will be taken by the OPS as a result of the investigation.
18. Identification of corrective actions will be communicated to the complainant to a level of detail that is appropriate for informing OPS' response to the complaint while also having regard for employee privacy of the respondent as legislated in the MOL Code of Practice.

Reprisal from Reporting/ Investigations

19. Under no circumstance should someone face, or be threatened with, penalties or discipline for reporting an incident of workplace violence, harassment, discrimination, reprisal, or for participating in an investigation. Penalizing a worker for exercising their rights under the OHS is prohibited.

20. Allegations that an employee has faced a reprisal for reporting an incident or participating in an investigation will be investigated and addressed.
21. If an investigation determines that a complaint was made frivolously, vexatiously or in bad faith, the complainant may be subject to discipline. Such discipline is not considered a reprisal.

Training and Education

22. OPS will provide regular training and education on workplace harassment, violence discrimination and reprisal prevention to all employees. This training will ensure that employees understand their rights and obligations and are equipped to contribute to a safe respectful and inclusive workplace.

Accountabilities

Employees

1. Shall not engage in nor tolerate workplace harassment, discrimination and violence or reprisal.
2. Unless it is unsafe to do so, all employees are encouraged to take prompt action by addressing their concerns (verbally or in writing) directly with the parties involved.
3. Be offered support services when engaging in all processes under SWP, this includes supports for complainants, respondents, bystanders and managers.
4. Be encouraged to cooperate fully with any investigation related to workplace harassment, violence, discrimination and reprisal.
5. All employees are required to uphold the SWP Confidentiality Agreement throughout all steps of the complaint process, including resolution and restorative activities following an investigation.
6. Shall participate in any education and training required by the Service toward maintaining a safe, respectful and inclusive workplace.
7. Shall not make bad faith or vexatious complaints or allegations pertaining to this policy.

Supervisors, Managers, Senior Officers

In addition to the requirements set out above for all employees, supervisors, managers, NCO's, and Senior officers shall:

1. Comply with their supervisory responsibilities under OHS and Human Rights legislation by taking immediate action to address and report any incidents of potential workplace harassment, violence, discrimination and reprisal when they witness or become aware of them.
2. Work with the Program Manager- SWP and other key stakeholders as required throughout the complaint process.

Program Manager- Safe Workplace Program

Shall:

- Report to the Chief Human Resources Officer (CHRO);

- Oversee the administration of the complaint process related to workplace complaints involving harassment, violence, discrimination and reprisal.
- Support complaint intake, initial screening, triage, assignment and resolution and serve as a subject matter expert for complaint process information for all OPS employees.
- Manage the complaint case management system and support ongoing monitoring, evaluating and reporting.
- Participate as a key stakeholder on the SWP Steering Committee and report internally and externally on this program.

Monitoring and Reporting Requirements

The CHRO will:

- Keep records on all occurrences assigned to the SWP.
- Will consult with the OPS Joint Health and Safety Committee on the maintenance of the SWP as required in accordance with OHSa requirements.
- Maintain aggregate performance statistics and report the statistics to the Chief of Police and annually to the Ottawa Police Service Board.
- At minimum, on an annual basis, review this policy to ensure its effectiveness and compliance with the OHSa, Human Rights Code, and any other relevant legislation. Any necessary revisions will be made, and employees will be informed of updates as needed.

Consequences

The OPS reserves the right to take action for non-compliance with this Policy and its related procedures.

Governing Authorities

Provincial

- *Ontario Human Rights Code*
- *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1
- Ministry of Labour's [Code of practice to address workplace harassment \[continue title \]](#)
- *Police Services Act*, R.S.O. 1990, c. P.15
- Board Policy CR-1 Positive Workplace
- Board Policy CR-13 Workplace Violence and Harassment Prevention
- Board Policy AI-003 Equal Opportunity, Discrimination and Workplace Harassment Prevention
- Board Policy AI-016 Workplace Violence Prevention
- Board policy GA-14/CR-14 Accessibility

Related Policies, Procedures, Tools, Templates

Number

Name

Human Rights Core Policy

Equitable Work Environment Policy
OPS Social Media Policy N.2.22
Safe Workplace Program Manual (In Development)
Safe Workplace Confidentiality Agreement
Triage and Resolution Committee Charter(In Development)
Complaint Intake and Triage Procedure
Safe Workplace Program Steering committee Charter
OPS Safe Workplace Investigations Procedure
Reporting Aid
[Complaint Intake Form](#)
[Code of Professional Ethics](#)

Inquires

Questions, comments and concerns related to this policy are to be directed to the CHRO, Human Resources.

Safe Workplace Program Complaint Intake and Triage Procedure

3.39

Complaint Intake Procedure

1. Receive complaint form to Safe Workplace Program (SWP) email
2. Program Manager (PM), SWP contacts complainant/affected member within 1 business day to confirm receipt and schedule a meeting.
3. After the meeting, prepare summary of complaint and provide to complainant for review and confirmation of accuracy and completeness. Summary to include, at minimum:
 - The parties involved;
 - The nature and timeline of the allegations;
 - Any relevant history related to the issue and/or the parties.

Complaint Triage Procedure

4. PM, SWP to screen complaint based on screening criteria
5. PM, SWP to make triage recommendations based on scope assessment for each allegation/incident.
6. Complaint summary with triage recommendations to be provided to (committee name) members and include on next agenda for discussion.
 - Complaints must be included on (committee name) agenda within 14 days of receipt.

Screening Criteria

The Program Manager, Safe Workplace Program will screen out complaints received for the following:

- I. Complaints previously investigated, or actively under investigation.
- II. Complaints under the authority and mandate of the Special Investigations Unit (SIU)
- III. Complaints involving members of the public
- IV. Complaints involving past OPS members no longer employed by the Ottawa Police Service
- V. Complaints involving conduct under the purview of management rights, such as staffing decisions, and those covered under an OPS Collective Agreement
- VI. Complaints regarding incidents occurring over 12-months prior to submission will be assessed on a case-by-case basis to ensure procedural fairness and appropriate response as per Section 34(1) and Section 34(2) of the *Human Rights Code* regarding timeline enforcement for Human Rights Tribunal of Ontario applications.
 - a. Section 34(2) provides discretion to extend the 12-month timeline if the delay was found to have been incurred in good faith; and/or it was found that there was no substantial prejudice to anyone affected by the delay.
- VII. Complaint regarding the Chief of Police, Deputy Chiefs of Police, or Chief Administrative Officer shall be referred to the Ottawa Police Services Board in accordance with the Police Services Act, section 77.

Scope Assessment

Investigation

Safe Workplace Program Complaint Intake and Triage Procedure

Complaints of workplace harassment, discrimination, violence, and reprisal, will be assessed for the appropriateness of an investigation, based on the definitions contained in the *Occupational Health and Safety Act* and the *Ontario Human Rights Code* (jointly referred to as the “Scope”).

Alternative Resolution

Conduct which is undesirable but falls within management rights, or may violate the internal OPS policies, specifically the provisions of the Workplace Harassment Violence and Discrimination Policy and the Equitable Work Environment Policy, will be assessed for appropriate resolution.

Deconfliction Triage Committee

The Deconfliction Triage Committee will **assess**, **deconflict** and **triage** all complaints received that have passed the screening criteria.

The **assessment** will be based on the frequency and complexity of the issues raised, prior similar-fact occurrences involving the parties, previous resolution activities attempted, and other relevant factors.

The committee will **deconflict** files that may involve other resolution activities such as workplace assessments underway, grievances, or previously investigated matters.

The **triage** decision will be made unanimously based on the services offered by each unit, the nature of the complaint, and the opportunity for internal resolution. Investigative scope is identified below.


	Safe Workplace Program – Investigative Procedure	
	Related Policy: WORKPLACE HARASSMENT, VIOLENCE, DISCRIMINATION POLICY #	
	Policy Section:	
Procedure No: #.##-#		Effective Date: DDMMYEAR
<p>Procedure Description:</p> <p>Investigations are a necessary and prudent component of the Safe Workplace Program (SWP).</p> <p>Where it is determined that a workplace investigation is required, a resource will be retained for investigation into allegations of harassment, violence, discrimination and reprisal.</p>		
This Procedure replaces: N/A		

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- Associated Service Governance
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Definitions

All associated definitions related to this procedure are accessible through the Ottawa Police Service's PolicyNet Glossary.

Procedures

Investigation of Complaints

1. Complaints of workplace harassment, discrimination, violence, and reprisal, will be assessed for the appropriateness of an investigation, based on the definitions contained in the *Occupational Health and Safety Act* (OHSA) and the *Ontario Human Rights Code*. Investigative resources will be managed by the Program Manager, Safe Workplace Program to conduct investigations in accordance with best practices. Investigations will be conducted only for complaints that have

been previously assessed by the Triage and Resolution Committee and determined to meet investigative thresholds as legislated in the OHSA.

2. Workplace investigations conducted under this procedure are independent from any Police Services Act (PSA) investigation or hearing. If a Professional Standards Unit (PSU) is required to investigate the same or similar fact incidents under Part V of the PSA, the investigator will share all evidence collected and the results of the investigation, if available, with PSU.
3. Employee participation in workplace investigations is voluntary, however members are encouraged to participate.
4. Investigations will be conducted in a timely manner and should be completed within 90 calendar days unless there are extenuating circumstances warranting a longer investigation.
5. All employees are required to uphold the SWP Confidentiality Agreement throughout all steps of the investigation process.
6. Any employees carrying out specific functions under this procedure and persons conducting investigations will ensure that information about the incident or complaint, including information about the employees involved, will not be disclosed unless for purposes outlined in the SWP Confidentiality Agreement.
7. At any point throughout the investigation process, if the matter rises to the level of a potential Police Services Act violation, the investigation may be referred to the PSU for investigation.
8. Throughout the investigation, opportunities for resolution will be sought based on the interests of the parties, the opinion of the investigator, and in consultation with the Program Manger, SWP.
9. If mediation is attempted before the investigation is concluded, the matter will be referred to a mediator other than the investigator who is conducting the investigation. While mediation is confidential, the investigation may be included in the assessment process.

Outcome of the Investigation

1. Investigative reports will include factual findings and a determination of whether there has been a breach of the related legislation and/or the Workplace Harassment, Violence, Discrimination and reprisal policy.
2. Upon the completion of an investigation, all investigative reports will be provided to the Program Manager- SWP who will be responsible for facilitating a Triage and Resolution Committee meeting to determine recommendations for the appropriate corrective actions.
3. Recommendations for corrective actions will be drafted by the members of Triage and Resolution Committee and provided to the Chief of Police for final approval and Implementation.
4. Complainants and Respondents will be notified in writing of the results of the investigation and any corrective action that is taken or that will be taken by the OPS as a result of the investigation.
5. Identification of corrective actions will be communicated to the complainant to a level of detail that is appropriate for informing OPS' response to the complaint while also having regard for

employee privacy of the respondent as legislated in the Ministry of Labour, Immigration, Training and Skills Development Code of Practice.

Record Keeping

The employer (Program Manager, SWP) will keep records of the investigation including:

- a copy of the complaint or details about the incident;
- a copy of the investigation report (if any);
- a summary of the results of the investigation that was provided to the worker who allegedly experienced the workplace harassment and the alleged harasser, if a worker of the employer;
- a copy of any corrective action taken to address the complaint or incident of workplace harassment.
- All records of the investigation will be kept confidential. The investigation documents should not be disclosed unless necessary to investigate an incident or complaint of workplace harassment, take corrective action or otherwise as required by law.

Records will be maintained pursuant to the OPS file retention schedule.

Roles and Responsibilities

Employees

Shall,

- 1) Adhere to the SWP confidentiality agreement throughout the duration of the investigation.
- 2) Be granted access to timely and fair investigative processes;
- 3) Be encouraged to cooperate fully with the investigative process; and
- 4) Be encouraged to respond to investigators in a timely manner.

Safe Workplace Program – Manager

Shall,

- 1) Coordinate all investigations and serve as the OPS liaison throughout the investigative process.
- 2) Will serve as the secretariat of the Triage and Resolution Committee.
- 3) In cases in which ongoing harassment, discrimination or violence is disclosed, the Program Manager, SWP will contact Labour Relations to determine if interim measures need to be taken to ensure the safety of the party or parties as well as the workplace. Labour Relations will be responsible for the implementation of all interim measures and will ensure the appropriate internal stakeholders are involved.
- 4) Will provide all impacted parties with finding letters at the completion of the investigation.

Governing Authorities

Provincial

- *Ontario Human Rights Code*
- *Occupational Health and Safety Act, R.S.O. 1990, c. O.1*
- Ministry of Labour, Immigration, Training and Skills Development [Code of practice to address workplace harassment](#)
- *Police Services Act, R.S.O. 1990, c. P.15*
- Board Policy CR-1 Positive Workplace
- Board Policy CR-13 Workplace Violence and Harassment Prevention
- Board Policy AI-003 Equal Opportunity, Discrimination and Workplace Harassment Prevention
- Board Policy AI-016 Workplace Violence Prevention
- Board policy GA-14/CR-14 Accessibility

Associated Service Governance

Number ###	Name
	Human Rights Core Policy
	Equitable Work Environment Policy
	Workplace Harassment, Violence, Discrimination and Reprisal Policy
	Safe Workplace Program Manual (<i>In Development</i>)
	Safe Workplace Confidentiality Agreement
	Triage and Resolution Committee Charter (<i>In Development</i>)
	Complaint Intake and Triage Procedure
	Safe Workplace Program Steering committee Charter
	Reporting Aid
	Complaint Intake Form
	Code of Professional Ethics

Revision Summary

Revision Date (DD MON YYYY)	Revision Class (Substantive, Editorial, Rescind, Procedural)	Summary of Change	Approved by:

Appendix A

CODE OF
**Professional
Ethics**



INTRODUCTION

STATEMENT OF OBJECTIVES

Maintaining the confidence and trust of the public is essential. As leaders in the community, members of the Ottawa Police Service (the Service) are responsible for the promotion and demonstration of proper conduct, maintaining community safety, and positively contributing to the wellbeing of members of the public. Members of our Service are expected to act ethically, fairly, and professionally.

At the same time, the Service has a duty to all members to ensure a safe, equitable, and respectful workplace and recognizes its responsibility to create and maintain an environment of understanding and mutual respect for the dignity and worth of every member.

This Code of Professional Ethics (the “Code”) sets out responsibilities, consistent with section 1 of the *Police Services Act*, R.S.O. 1990, c P. 15, and reinforces the high standard of conduct expected of members of the Service.

The purpose of the Code is to provide all members of the Service with clear guidelines and behavioural expectations as determined by the Service and community. The Code is positive in its approach and:

- Guides the conduct of all members;
- Influences the Service’s workplace culture; and
- Outlines an ethical framework that supports each member in delivering services to the community and interacting with colleagues in a way that is professional, ethical, equitable, and inclusive.

The Code consists of 4 foundational pillars of professional ethics:



APPLICATION AND ACKNOWLEDGMENT

This Code applies to every member of the Service both on and off-duty. It will be reviewed and acknowledged by members on an annual basis through the performance management process. Members must maintain a meaningful understanding of this Code and its content.

INTEGRITY

AT ALL TIMES, I WILL ACT WITH INTEGRITY AND PROFESSIONALISM.

To effectively achieve and maintain the trust of our colleagues and our community, it is vital that every member of our Service act with integrity, and professionalism. Members should be selfless leaders; they must use their position to help others and model positive ethical behaviour.

You demonstrate integrity when you:

- Are honest and truthful in your day-to-day interactions in the workplace and with members of the public.
- Make professional decisions based on ethical principles, your knowledge and experience, and what is best for your colleagues, the Service and the community.
- Promote openness and transparency when carrying out your duties and responsibilities.
- Ensure that your decisions and actions are responsible and display good judgement and are free of conflicts of interest.
- Follow through on commitments and are true to your word.
- Display courage in doing what you believe is right.

WHAT IS A CONFLICT OF INTEREST?

A conflict of interest is a situation in which a personal relationship may influence or be perceived to influence the exercise of a member's professional responsibilities.

PRACTICAL EXAMPLES FOR DISCUSSION

Example 1: You are a member of the OPS, but you also enjoy politics. You feel very strongly about certain political platforms and slogans. In your office/cubicle/locker at the station, you have hung banners, posters, and hats, which showcase your political views. These displays may be offensive to some of your colleagues, who may not share or appreciate these views. What should you do?

What are some other examples?

RESPECT AND CIVILITY

I WILL TREAT COLLEAGUES AND MEMBERS OF THE PUBLIC WITH RESPECT AND CIVILITY, AT ALL TIMES AND UNDER ALL CIRCUMSTANCES, EVEN IN UNSTABLE SITUATIONS OR WHEN PROVOKED.

I WILL SHOW REGARD FOR THE EXPERIENCES, CONCERNS AND RIGHTS OF ALL MEMBERS.

To effectively interact with members of the public and to contribute positively to a respectful workplace, you have a responsibility to create and maintain an environment of understanding and mutual respect for the dignity and worth of all members.

You demonstrate respect and civility when you:

- Actively listen to others and respect different backgrounds, perspectives, communication styles and work styles.
- Manage and resolve conflict with dignity, cooperation, and courtesy.
- Exhibit compassion and empathy towards victims of crime or workplace violence, harassment, or discrimination.
- Carefully consider how your words and actions might impact those around you.
- Refrain from gossip and disparaging or disrespecting members of the Service within the workplace and in the public forum, including social media.

PRACTICAL EXAMPLES FOR DISCUSSION

Example 2: In your platoon/unit/team there is a practice of assigning nicknames, using vernacular language often involving swearing. Although in the past this may have been an acceptable norm, this is not considered acceptable today. What will you do to ensure there is respect and civility? What will you do to ensure that all members feel comfortable, included and treated with respect in the work environment?

What are some other examples?

EQUITY, DIVERSITY, AND INCLUSION

IN CARRYING OUT MY DUTIES AND RESPONSIBILITIES, I WILL DEMONSTRATE A COMMITMENT TO THE PRINCIPLES OF EQUITY, DIVERSITY, AND INCLUSION.

I WILL TREAT ALL MEMBERS WITH RESPECT AND DIGNITY AND REFRAIN FROM ALL TYPES OF DISCRIMINATION AGAINST ANY PERSON.

To maximize effective response to community needs and contribute meaningfully to a workplace that exemplifies professionalism, members must display an understanding of, and competence for, the principles of equity, diversity, and inclusion in all aspects their duties. It must be recognized that both Ottawa and the Service are richly diverse and multicultural, and that the ability to be appropriately and respectfully responsive in all that we do is a necessary skill.

You demonstrate a commitment to equity, diversity, and inclusion when you:

- Treat all persons with whom you interact in the workplace and community, objectively and impartially.
- Provide services to the public in a manner that is culturally sensitive to the experiences of historically marginalized communities, including but not limited to women, Indigenous peoples, racialized persons, and persons living with a disability, including individuals experiencing mental health issues.
- Follow and uphold the provisions of the Ontario *Human Rights Code*, R.S.O. 1990, c. H.19 and the *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1
- Create and maintain a work environment that is free of micro-/macro-aggressions, harassment, discrimination, and violence.
- Act and make decisions based on merit rather than personal bias or prejudice.
- Value the various thoughts, perspectives, and experiences within our diverse Service, respecting each member for the unique skills and abilities they bring to the Service.
- Take a proactive approach to opposing microaggressions, harassment, discrimination, and violence, including practicing active bystandership and encouraging the reporting of incidents.
- Use opportunities to promote equity, diversity, and inclusion.
- Contribute to an inclusive workplace culture in which everyone feels respected and can be themselves.

PRACTICAL EXAMPLES FOR DISCUSSION

Example 3: In your unit/platoon/team, there are often comments that the promotion of a woman or racialized person is not merit-based. There are many diverse opinions, and some are discriminatory. What do you do when you hear discriminatory comments made against your subordinates or co-workers? How can you turn a negative moment into a teaching moment?

What are some other examples?

INTERVENE AND LEAD BY EXAMPLE

I HAVE A RESPONSIBILITY TO SPEAK UP WHEN I OBSERVE BEHAVIOUR BY ANOTHER MEMBER THAT IS IN CONTRAVENTION OF THIS CODE, A SERVICE POLICY, OR THE LAW.

AS A LEADER IN THE COMMUNITY, I HAVE A RESPONSIBILITY TO BE A MODEL FOR POSITIVE BEHAVIOUR AND DEMONSTRATE A COMMITMENT TO PROFESSIONAL ETHICS.

To build a positive and inclusive workplace culture, members must be willing to speak up when they observe behaviour contrary to this Code, a Service policy, or the law, including micro and macro aggressions, harassment, discrimination, violence, bullying, reprisal, abuse of authority, and conflicts of interest. Intervening takes courage and demonstrates your commitment to your colleagues for a safe, equitable, and respectful workplace.

As leaders in the community, and for those in a position of authority within the Service, being a model for professional ethics is vital to inspiring public confidence in the Service and encouraging positive behaviour among your colleagues.

You demonstrate courage, a willingness to intervene, and effective leadership when you:

- Take positive action to address and report any incidents you become aware of that may constitute discrimination, harassment, or violence in the workplace, or that are otherwise contrary to this Code, a Service policy, or the law.
- Promote ethical behaviour, including leading by example and integrating this Code into decision-making, formal and informal training, and other opportunities.
- Report unethical and inappropriate behaviour where appropriate.
- Play an integral role in creating and maintaining an organizational culture of respect.
- Act immediately on observations of behaviour contrary to this Code or policies of the Service.

PRACTICAL EXAMPLES FOR DISCUSSION

Example 4: You have a new employee on your unit/platoon/team. This person is having difficulty fitting in. Your team is very close and does not have a good history of welcoming newcomers. How do you integrate this new employee with the rest of the team? As a member of the team, what can you do to welcome this person?

What are some other examples?

CONCLUSION

Throughout the course of our duties, we are regularly confronted with complex situations requiring difficult and timely decisions. These may range from how to speak to a distressed member of the public to what to do when witnessing inappropriate behaviour from a colleague. To promote ethical and professional service delivery, this Code seeks to establish the standards, values, and principles that guide our judgment.

The Code of Professional Ethics is intended to support members by providing a model applicable to the multitude of ethically challenging situations that they may be faced with in the workplace or on patrol. By adhering to the Code of Professional Ethics, members will be equipped to have open and meaningful discussions, to understand, and to do the right thing.

All employees of the OPS are required to maintain their awareness and knowledge of the Code of Professional Ethics and carry out their responsibilities in a manner that upholds and adheres to these principles.

Despite the broad application of this Code to members and conduct, it is recognized that members holding certain positions or exercising specific police functions, such as police officers acting undercover, will at times not be able or expected to uphold certain principles of this Code.

It is further recognized that applicable legislation may limit the extent to which members can abide by some of the principles of this Code (i.e., upholding confidentiality, should legislation require otherwise). Nothing in this Code shall be interpreted to supersede the obligations that members have pursuant to legislation, Service policy, or orders of the Chief of Police or their designate.

If you have any questions, please contact your Supervisor or the Workplace Conflict Resolution Unit.




	HUMAN RIGHTS CORE POLICY	
	Policy Section: Human Resources	
	Policy No 3.38	Effective Date: 20 December 2023
<p>Policy Description: The Ottawa Police Service (OPS) recognizes that respect for human rights is fundamental to our business activities and operations. As both a public service organization and an employer OPS is committed to upholding the fundamental rights of all persons as enshrined in various legislation by which the Service is governed, including the <i>Canadian Charter of Rights and Freedoms</i> and the <i>Ontario Human Rights Code</i>.</p>		
<p>This Policy replaces: Human Rights/Race Relations Policy no.3.07 approved July 2002 and amended February 14, 2006.</p>		

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Purpose

The Human Rights Core Policy outlines the commitments that will guide OPS's approach to respecting human rights throughout the implementation of its obligations as both a public service provider and employer and encompasses the responsibilities of all OPS employees to ensure service delivery and workplace practices that model the highest regard for human rights in all aspects of business.

The Core Policy is predominantly guided by the [Canadian Charter of Rights and Freedoms](#) and the [Ontario Human Rights Code](#) (the "Code"). Under the Code, employers, unions, and service providers must make sure that they provide equitable and non-discriminatory environments. Furthermore, Canadian courts recognize that human rights legislation, including the Code, has unique importance in that it is "quasi-constitutional" (meaning, as an example, that the Code supersedes the [Police Services Act](#) and individuals must comply with it before other laws unless there is a specific exception).

In alignment, OPS is committed to providing accessible and equitable service and work environments that are free of individual and systemic discrimination, harassment and bias based on the legally protected grounds of:

- | | |
|------------------|---|
| 1. Age | 9. Gender expression |
| 2. Ancestry | 10. Gender identity |
| 3. Citizenship | 11. Marital status (<i>includes single status</i>) |
| 4. Colour | 12. Place of origin |
| 5. Creed | 13. Race |
| 6. Disability | 14. Record of offences (<i>in employment only</i>) |
| 7. Ethnic origin | 15. Sex (<i>includes pregnancy and breastfeeding</i>) |
| 8. Family Status | 16. Sexual orientation |

Scope

The Human Rights Core Policy applies to all Ottawa Police Service (OPS) employees, including permanent, full-time, part-time, temporary, casual, probationary, contract, auxiliary, and seconded employees as well as non-OPS employees who work for the OPS to gain experience or for benefits, such as volunteers, students, interns, and apprentices.

Application

Unless otherwise stated, this policy applies to all OPS business, activities, and operations (refer to the Exceptions section for circumstances which may be out of scope).

Policy

The OPS will implement its commitment to human rights through implementation of, and adherence to, a human rights core policy, methods to assess and mitigate associated risks, and mechanisms to report and address concerns or violations where they occur.

AS A SERVICE PROVIDER, OPS is committed to:

- respecting the rights of all individuals as protected through human rights legislation, and to recognizing that various population groups may experience increased adversity or inequitable treatment/opportunity based on historical or current context.
- engaging with various community groups to better understand and address concerns of potential human rights violations, as well as to strengthen relationships and build public trust.
- continuously striving to provide responsive, culturally sensitive, adaptive, non-discriminatory, and bias-mitigated service to the communities we serve.

AS AN EMPLOYER, OPS is committed to:

- providing an inclusive and equitable work environment where every employee is respected and valued for their unique knowledge, skills, abilities, and experiences.
- diversifying its workforce to be reflective of the communities served and to ensuring that all employees have equitable access to employment opportunities and benefits.
- addressing barriers within the workplace and providing employees with the supports necessary to foster and maintain a professional, respectful, and inclusive work environment.

The OPS will collaborate with stakeholders to assist in strengthening human rights related practices and processes as well as to better understand related concerns.

The Service will identify bona fide occupational requirements and will accommodate employee needs related to Code protected grounds up to the point of undue hardship.

The OPS will exercise due diligence in tracking, monitoring, reporting on, and mitigating human rights infractions and/or violations through annual reporting on adherence to this Core Policy. Where competing human rights issues arise, the OPS will be guided by the [Ontario Human Rights Commission's Policy on Competing Human Rights](#).

OPS will investigate breaches of this policy and attempt to come to a resolution. Those investigations will be triaged into the appropriate streams at the discretion of the Employer (Refer to Workplace Harassment, Violence and Discrimination Policy). Violations of human rights within service delivery to the community and also with respect to employment opportunities, benefits and the work environment will not be tolerated. Discrimination, harassment, and violence based on grounds protected by the Code are against the law, negatively impact the safety and well-being of community and Service employees, and erode both public and employee trust in the Service.

Accountabilities

The Superintendent of the Respect, Values, and Inclusion (RVI) Directorate shall be the Policy Administrator of this Human Rights Core Policy and, as such, shall be responsible for its development, implementation, and maintenance.

The Equity, Diversity, and Inclusion (EDI) Unit shall be the Policy Monitor. The Policy Monitor will be responsible for reporting to the Board and may delegate their responsibilities as Policy Monitor to an alternative and credible person.

Internal stakeholders with responsibility for related policies identified below (refer to Related Policies section) will be responsible for providing input into annual reporting on the Human Rights Core Policy as needed.

All OPS employees are expected to adhere to the *Ontario Human Rights Code* as it relates to their respective role/duties (refer to the Exceptions section for circumstances which may be out of scope).

Employees in supervisory/management roles are responsible for supporting employer obligations under the *Ontario Human Rights Code* and other relevant legislation (refer to Governing Authorities section).

Monitoring and Reporting Requirements

The table below sets out the minimum reporting requirements for the Human Rights Core Policy.

Table 1: Reporting Requirements

REPORT	FREQUENCY	DESCRIPTION	DISTRIBUTION
Report on OPS's performance related to the Human Rights Core Policy	Annually	The report will provide an overview of performance with respect to the Human Rights Core Policy, and will include performance summaries and relevant key statistics where applicable with respect to related policies.	Distributed by: Superintendent RVI or designate Distributed to: Ottawa Police Services Board

Reviews and Revisions

The Human Rights Core Policy shall be reviewed and approved every three years, or more frequently should circumstances require. Any revisions to this Core Policy shall be accompanied by supporting detail on the material changes and associated rationale.

Roles and responsibilities regarding approval, revision and/or rescinding of the Human Rights Core Policy shall be as described in the table below.

Table 2: Reviews and Revisions

DOCUMENT	APPROVAL, REVISION, OR RESCINDING OF CHANGES	APPROVER	APPROVAL CYCLE
Human Rights Core Policy	The Superintendent RVI	The Chief of Police	Every three years, unless deemed otherwise

Exceptions

All exceptions or instances of non-compliance to this Human Rights Core Policy shall be assessed by the Chief of Police or designate for resolution or approval.

Requests for Policy exceptions or instances of non-compliance must:

- Identify the applicable section(s) of the Policy to which the exception applies
- Assess the risk(s) that arises from the proposed exception(s)
- If applicable, outline the appropriate controls to mitigate these risks, and
- Specify the review or effective period of the Policy exception

A process shall be established by the Policy Administrator to identify, record and report on instances of non-compliance with this Policy or exceptions (where feasible).

Governing Authorities

- [Canadian Charter of Rights and Freedoms](#)
- [Ontario Human Rights Code](#)
- [Police Services Act](#)
- [Accessibility for Ontarians with Disabilities Act](#)
- [Employment Standards Act](#)
- [Occupational Health & Safety Act](#)
- [Ontario Anti-Racism Act](#)
- [Pay Equity Act](#)

Related Policies

The Human Rights Core Policy commitments are to be applied at all times during the execution of OPS business, including interactions with the public and with colleagues, and in particular during implementation of responsibilities outlined in the Police Services Act and in the following related OPS policies:

SERVICE DELIVERY-FOCUSED	EMPLOYMENT-FOCUSED
<ul style="list-style-type: none"> • Accessibility Policy • Hate Bias Crime – Hate Propaganda Policy • Racial Profiling Policy • Traffic Stops and Vehicle Searches Policy • Use of Force Policy 	<ul style="list-style-type: none"> • Equitable Work Environment Policy • Workplace Harassment, Violence, and Discrimination Policy

Complaint Channels and Remediation

PUBLIC:	EMPLOYEES:
Ottawa Police Service - Compliments and Complaints Office of the Independent Police Review Director	Safe Workplace Program Manager (safeworkplaceprogram@ottawapolice.ca) Ontario Human Rights Tribunal

The OPS will take all reasonable and feasible steps to cooperate in investigation, resolution, and remediation processes.

Enquiries

Please direct enquiries about this policy to: Superintendent RVI

Definitions

Abuse of authority: occurs when a worker improperly or unreasonably uses the power and authority inherent in his or her position to interfere with another's performance, threaten or influence that individual's career or job, or threaten the livelihood of the worker. It includes, but is not limited to, intimidation, blackmail, coercion, and favouritism.

Examples of abuse of authority include, but are not limited to when a:

- worker uses their position of authority to create a hostile or offensive work environment which includes, but is not limited to, the use of intimidation, threats, libel, stonewalling, ignoring, or coercion
- supervisor hand-picks specific workers under their command for a special assignment or course, without following standard operating procedures or policy to ensure fairness to others
- worker uses their position of authority to humiliate workers in front of others
- supervisor condones performance issues of a worker under their command because of a personal relationship
- supervisor repeatedly asks workers under their command to perform personal errands
- supervisor provides specialized equipment to a worker under their command without following standard operating procedure or policy because of a personal relationship, or a
- supervisor demonstrates preferential treatment by repeatedly sending specific workers under their command home early

Accommodation: making adjustments to policies, rules, requirements and/or the built environment to ensure that people with *Ontario Human Rights Code* ("Code")-related needs have equal opportunities, access and benefits. The Code prohibits discrimination that results

from requirements, qualifications or factors that may appear neutral but that have an adverse effect on people identified by Code grounds. The Code provides for an organization to show that a requirement, qualification, or factor that results in discrimination is nevertheless reasonable and *bona fide* (legitimate).

Barrier: anything that prevents a person from fully taking part in all aspects of society, including physical, architectural, information or communications, attitudinal, economic and technological barriers, as well as policies or practices.

Bias: a predisposition, prejudice, or generalization about a group of persons based on personal characteristics or stereotypes.

Bona Fide Occupational Requirement: a requirement that:

- the employer has adopted for a purpose or goal that is rationally connected to the functions of the position,
- the employer has adopted in good faith in the belief that the requirement(s) is necessary to fulfill the purpose or goal, and
- is reasonably necessary to accomplish the purpose or goal in the sense that the employer cannot accommodate persons with the characteristics of a particular group without incurring undue hardship.

Bullying (also referred to as mobbing): Bullying is a form of harassment within the meaning of the Code. Mobbing is the ongoing, systematic bullying of an individual by his or her colleagues. Mobbing in the workplace arises from peer pressure and typically involves many co-workers, similar to bullying among children in schools. It has been said to be more prevalent than other destructive behaviours, such as sexual harassment and racial discrimination.

Mobbing could be overt behaviours such as rudeness and physical intimidation. More often, it takes subtle forms such as ignoring someone or excluding them from social situations and meetings. Mobbing could be intentional or unintentional. Either way, the cumulative impact of such incidents on an employee can be significant. Research shows that victims of mobbing spend up to 50% of their time at work defending themselves and trying to deal with the mobbing.

Such behaviour clearly affects a person's ability to take part with dignity in the workplace, and should be addressed by the employer even where no Code ground appears to be at play. There is clearly a business incentive to do this, as mobbing and bullying behaviours prevent employees from achieving their maximal productivity. Also, mobbing and bullying create a workplace culture where human dignity is not respected and discrimination under the Code may thrive – leaving an employer vulnerable to claims of human rights violations. Employees protected by the Code may be particularly vulnerable to bullying and mobbing by people in the dominant culture because they may not share the same creed, sexual orientation, gender or level of ability. In many cases, the mobbing behaviour or bullying itself may amount to harassment or create a poisoned environment under the Code that an employer will be liable for if it does not recognize and address it.

Caste-based discrimination: The Ontario Human Rights Commission (OHRC) takes the position that caste-based discrimination is an intersectional system of discrimination that can be covered under any combination of ancestry, creed, colour, race, ethnic origin, place of origin, family status, or possibly other grounds, under Ontario's Code. Organizations have a legal obligation under the Code to make sure their environments are free from discrimination and harassment, bullying or a poisoned environment based on caste and the related grounds.

Competing human rights: situations where parties to a dispute claim that the enjoyment of an individual or group's human rights and freedoms, as protected by law, would interfere with another's rights and freedoms.

Complainant: refers to any worker who makes an allegation of a breach of this Policy.

Discrimination: treating someone unfairly by either imposing a burden on them, or denying them a privilege, benefit, or opportunity enjoyed by others, because of their race, citizenship, family status, disability, sex or any other personal characteristic listed as a protected ground in the *Ontario Human Rights Code*.

Discrimination includes any act or omission that results in discrimination, regardless of the form of the act or omission, and whether or not the person responsible for the act or omission intended to discriminate. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices, or procedures that appear neutral but disadvantage certain groups of people. Discrimination may take obvious forms, or it may happen in very subtle ways. Even if there are many factors affecting a decision or action, if discrimination is one factor, there is a violation of human rights legislation.

Related actions, policies, or procedures that do not have a discriminatory effect when considered individually can constitute discrimination if the combined operation of those actions, policies, and procedures results in discrimination.

Examples of forms of discrimination include, but are not limited to:

- being excluded from formal or informal networks, such as after-hours get-togethers or office parties on the basis of stereotypical assumptions
- being denied, based on perceived membership in a group of persons, mentoring or developmental opportunities such as secondments and training that are available to others
- being assigned less desirable jobs or duties based on the basis of stereotypical assumption
- differences in management practices, such as excessive monitoring and documentation or deviating from written policies or standard practice, based on a prohibited ground of discrimination in the *Ontario Human Rights Code*
- treating normal differences of opinion as confrontational or insubordinate when racialized persons are involved
- characterizing normal communication from racialized or other marginalized persons as rude or aggressive
- penalizing a racialized or other marginalized persons for failing to get along with someone else (such as a co-worker or manager), when one of the reasons for the tension is the co-worker or manager's biased or discriminatory attitudes or behaviour, and
- Gender-based discrimination.

Duty to accommodate: Under the *Ontario Human Rights Code*, people identified by Code grounds are entitled to the same opportunities and benefits as everybody else. In some cases, they may need special arrangements or "accommodations" to take part equally in the social areas the Code covers, such as employment and education. Employers, housing providers, education providers and other parties responsible under the Code have a legal obligation to accommodate Code-identified needs, unless they can prove it would cause them undue hardship. Undue hardship is based on cost, outside sources of funding and health and safety factors.

Employee: means all sworn and civilian members, including all full-time, part-time, temporary, permanent, casual, probationary, and auxiliary members; volunteers; students; contractors and associates; and for greater certainty includes persons occupying an executive position. Employee and worker may be used interchangeably.

Employment opportunities and benefits: Employment opportunities include but are not limited to opportunities in relation to hires, transfers, promotions, and training. Employment benefits include all benefits provided or made available to employees including but not limited to education, health care, insurance, leave, and retirement benefits.

Equity: fairness and impartiality; a distinct process of recognizing differences within groups of individuals and using this understanding to achieve substantive equality in all aspects of a person's life.

Gender-based discrimination: occurs when someone is mistreated or denied opportunities because of their sex, gender identity, or gender expression.

Harassment: engaging in a course of comments or actions that are known, or ought reasonably to be known, to be unwelcome. It can involve words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning or unwelcome. Harassment under the *Ontario Human Rights Code* is based on the prohibited/protected grounds.

Historical disadvantage: disadvantage resulting from historic patterns of institutionalized and other forms of systemic discrimination, sometimes legalized social, political, cultural, ethnic, religious and economic discrimination, as well as discrimination in employment. This also includes under-representation experienced by disadvantaged groups such as women, Indigenous peoples, persons with disabilities, LGBT persons and racialized people.

Historically marginalized persons: Marginalization is a long-term, structural process of systemic discrimination that creates disadvantage individuals from non-dominant groups. Historically marginalized persons include individuals who are identified by protected grounds under human rights legislation, such as: Indigenous peoples; persons with disabilities; individuals from racialized groups; people of diverse faiths and creeds; women, and members of 2SLGBTQQA+ communities.

Indigenous Peoples: a collective name for the original peoples of North America and their descendants. The Canadian Constitution recognizes three groups of Indigenous Peoples: First Nations, Inuit and Métis.

Intersectionality: The concept of 'intersectionality' has been defined as "intersectional oppression [that] arises out of the combination of various oppressions which, together, produce something unique and distinct from any one form of discrimination standing alone...". An intersectional approach takes into account the historical, social and political context and recognizes the unique experience of the individual based on the intersection of all relevant grounds.

This approach allows the particular experience of discrimination, based on the confluence of grounds involved, to be acknowledged and remedied.

Persons with Disabilities: individuals who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- consider themselves disadvantaged in employment by reason of that impairment, or
- believe that an employer or potential employer likely would consider them disadvantaged in employment by reason of that impairment.

These would include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Poisoned work environment: a negative, hostile or unpleasant workplace due to comments or conduct that tend to demean a group identified by one or more prohibited grounds under the Code, even if not directed at a specific individual. A poisoned work environment may result from a serious single event, remark or action.

A poisoned environment is created by comments or conduct (including comments or conduct that are condoned or allowed to continue when brought to the attention of management) that create a discriminatory and/or toxic work environment. The comments or conduct need not be directed at a specific person, and may be from any person, regardless of position or status. A single comment or action, if sufficiently serious, may create a poisoned work environment.

Preferential under-policing: Given limited law enforcement resources, racial profiling, as a manifestation of over-policing directed toward Indigenous and racialized populations, can entail the under-policing of White people who are engaged in criminal activity. The OHRC describes these race-specific patterns of law enforcement as preferential under-policing.

This is perhaps most often illustrated in the area of drug enforcement, where arrests and charges for possession are disproportionately directed toward racialized groups despite their drug use levels being equal to or lower than those of White people as measured by self-report drug use surveys, police hit rate data, and race-specific figures on drug overdose deaths.

Protected/prohibited grounds: The *Ontario Human Rights Code* prohibits actions that discriminate against people based on one or more of the following protected/prohibited grounds:

- | | |
|------------------|---|
| 1. Age | 9. Gender expression |
| 2. Ancestry | 10. Gender identity |
| 3. Citizenship | 11. Marital status (including single status) |
| 4. Colour | 12. Place of origin |
| 5. Creed | 13. Race |
| 6. Disability | 14. Record of offences (in employment only) |
| 7. Ethnic origin | 15. Sex (including pregnancy and breastfeeding) |
| 8. Family status | 16. Sexual orientation. |

The protected/prohibited grounds are further defined as follows:

1. **Age:** The Code defines age as 18 years or older.
2. **Ancestry:** family descent - not defined in the Code. Complainants usually identify themselves as having a particular ancestry or ethnic origin in a complaint. The terms “ethnic origin” and “ancestry” are sometimes used interchangeably. However, ancestry is closely related to “whom” you are descended from. An

ancestor is someone a person is descended from and is usually more distant than a grandparent. One's ancestry may originate from more than one cultural group. Statistics Canada states that "ethnic origin" refers to the cultural origins of a person's ancestors.

3. **Citizenship:** Membership in a state or nation. People can either be Canadian citizens "by birth" or "by naturalization." "By birth" means that a person was either born in Canada or born outside Canada if, at the time of his or her birth, one or both parents were Canadian citizens and had retained Canadian citizenship. "Naturalization" means that a person was born in another country and immigrated to Canada, has become a Canadian citizen, and has been issued a Canadian citizenship certificate. Human rights law does not distinguish between the two categories.
4. **Colour:** associated with race.
5. **Creed:** Creed is interpreted to mean "religious creed" or "religion." It is defined as a professed system and confession of faith, including both beliefs and observances or worship. A belief in a God or gods, or a single supreme being or deity is not a requisite.
6. **Disability:** Creed is interpreted to mean "religious creed" or "religion." It is defined as a professed system and confession of faith, including both beliefs and observances or worship. A belief in a God or gods, or a single supreme being or deity is not a requisite.
7. **Ethnic origin:** social, cultural or religious practices drawn from a common past - not defined in the Code. Complainants usually identify themselves as having a particular ancestry or ethnic origin in a complaint. The terms "ethnic origin" and "ancestry" are sometimes used interchangeably. However, ancestry is closely related to "whom" you are descended from. An ancestor is someone a person is descended from and is usually more distant than a grandparent. One's ancestry may originate from more than one cultural group. Statistics Canada states that "ethnic origin" refers to the cultural origins of a person's ancestors.^[16]

Ethnic origin encompasses a wider range of characteristics than ancestry and also includes ancestry. Webster's Dictionary defines "ethnic" as "of or relating to large groups of people classed according to common racial, national, tribal, religious, linguistic or cultural origin or background." Ancestry and ethnic origin should not be confused with citizenship, nationality or language spoken. In the Code, the ground of ethnic origin overlaps with a more commonly used term, "ethnicity," which refers to a shared cultural heritage or nationality.

8. **Family status:** "Family status" is defined as "the status of being in a parent and child relationship." This can also mean a parent and child "type" of relationship, embracing a range of circumstances without blood or adoptive ties but with similar relationships of care, responsibility and commitment.
9. **Gender expression:** the external attributes, behaviour, appearance, dress, etc. by which people express themselves and through which others perceive that person's gender.

10. **Gender identity:** a person's conscious sense of maleness and/or femaleness. This sense of self is separate and distinct from one's biological sex. A person's felt identity or core identity may differ in part or in whole from the sex they were assigned at birth.
11. **Marital status:** the status of being married, single, widowed, divorced, or separated and includes the status of living with a person in a conjugal relationship outside marriage, including both same-sex and opposite sex relationships.
12. **Place of origin:** country or region. "Place of origin" may cover situations where the characteristics of a person are, to the respondent, strongly associated with a particular region, that trigger discrimination. Discrimination against a regional accent may also constitute an infringement of the Code on the basis of "place of origin." A person's place of origin is often related to other grounds in the Code, such as ethnic origin or race.
13. **Race:** There is no such thing as race – instead, it is a “social construct.” This means that society forms ideas of race based on geographic, historical, political, economic, social and cultural factors, as well as physical traits, such as skin colour, hair texture, facial characteristics, even though none of these can legitimately be used to classify groups of people. See Racialization.
14. **Record of offences:** provincial offences or pardoned federal offences. A person cannot be discriminated against in employment because of a “record of offences.” Record of offences is narrowly defined in subsection 10(1) of the Code to mean a conviction for:
 - an offence in respect of which a pardon has been granted under the *Criminal Records Act* (Canada) and has not been revoked, or
 - an offence in respect of any provincial enactment.
15. **Sex:** The ground of “sex” is not specifically defined in the Code, although it is generally considered to be related to a person's biological sex, male or female. Men and women receive equal protection under this ground. The ground of “sex” also includes a broader notion of “gender,” which can be described as the social characteristics attributed to each sex. The right to equal treatment without discrimination because of sex also applies to gender identity and pregnancy, both of which are the subjects of specific Commission policies.
16. **Sexual orientation:** the direction of one's sexual interest or attraction. It is a personal characteristic that forms part of who you are. It covers the range of human sexuality from lesbian and gay, to bisexual and heterosexual.
[The Code covers all types of unequal treatment, including differential treatment, the loss of employment, and comments, displays and jokes that may make a person uncomfortable because of sexual orientation. As with the other grounds, discrimination based on sexual orientation may be direct, indirect, subtle and/or systemic.]

Racialization: the process by which societies construct races as real, different, and unequal in ways that matter and affect economic, political and social life.

Racial harassment: means harassment on the ground of race. It may also be harassment associated with the grounds of colour, ancestry, place of origin, creed, ethnic origin, citizenship, language, or accent. Racial harassment includes, but is not limited to:

- racial slurs or jokes
- ridicule, insults, or different treatment because of racial identity
- posting/e-mailing cartoons or pictures that degrade persons of a particular racial group; and
- name-calling because of a person's race, colour, language, accent, citizenship, place of origin, ancestry, ethnicity, or creed

Racial profiling: any action that relies on stereotypes about race, colour, ethnicity, ancestry, religion or place of origin, or a combination of these, rather than on a reasonable suspicion to single out a person for greater scrutiny or different treatment.

Racial profiling by an **individual** may be established where:

- A racialized or Indigenous person is singled out
- A racialized or Indigenous person is subject to unprofessional or degrading treatment
- There are deviations from normal practices
- There is a failure to assess the totality of circumstances before reaching a conclusion
- There is no sufficient, credible, non-discriminatory reason that explains the treatment experienced by the racialized or Indigenous person.

Racial profiling can also be **systemic** - driven by discretionary or inappropriate policies, practices or decision-making processes, as well as organizational culture. Activities that may contribute to racial profiling include:

- Deployment that selectively targets particular neighbourhoods or groups
- Proactive or pretext pedestrian or vehicle stops to question or detain people without reasonable suspicion
- Enforcement incentives and performance targets that reward stereotyping
- Setting priorities based on stereotypes rather than objective information about risk
- Certain techniques related to national security or anti-terrorism
- Use of artificial intelligence including risk assessment tools such as "predictive policing" algorithms that rely on racially biased data
- Failure to take appropriate action to protect the safety and security of Indigenous or racialized persons and communities.

Racial profiling may be based on racialized characteristics in combination with race and related grounds. It may also be based on stand-alone racialized characteristics that could be treated as proxies or "stand-ins" for race, some of which are more closely race-linked than others. Examples are:

- Clothing and grooming
- Accent or use of a language other than English
- Having a name not usually associated with the dominant population
- Neighbourhood characteristics: e.g., living in an area that is highly populated by Indigenous or racialized people or appearing to be "out of place" in an affluent neighbourhood
- Associations: e.g., alleged gang affiliations, being labelled as "known to police"
- Activities: e.g., travelling to places suspected of drug production or to places where there are suspected terrorist activities, engaging in activism around the rights of marginalized people

- Vehicle characteristics: e.g. age, condition or make of vehicle, customized appearance (such as tinted windows).

Racism: a belief that one group is superior or inferior to others. Racism can be openly displayed in racial jokes, slurs or hate crimes. It can also be more deeply rooted in attitudes, values and stereotypical beliefs. In some cases, people don't even realize they have these beliefs. Instead, they are assumptions that have evolved over time and have become part of systems and institutions.

Racialized persons: Racialization is the process by which societies construct races as real, different, and unequal in ways that matter and affect economic, political, and social life. It's important to note that the term "racialized" relates to the social process of "racialization", which is a social construct (usually by a dominant group). "Racialization" groups people by physical characteristics, ethnicity, religion, and culture (among other characteristics). Racialization impacts a non-dominant group's relationship with systems and institutions.

Reprisal: means an action or threat that is intended as retaliation for a worker initiating a complaint or otherwise participating in an investigation under this Policy. For example, reprisal includes, but is not limited to, a:

- supervisor withholding an opportunity at work, such as a course, conference, or breakfast invite, because that worker made a complaint against a colleague alleging harassment
- worker threatening a 'whistleblower' to remain quiet or otherwise refrain from participating in an investigation under this Policy
- supervisor isolating workers under their command because they are uncomfortable being around them due to them making a complaint under this Policy, and
- supervisor or other workers gossiping and spreading lies about another worker because they are not in agreement with them filing a complaint or they do not agree with the resolution of an issue.

Respondent: refers to any worker to have allegedly committed a breach of this Policy.

Stereotype: incorrect assumption based on things like race, colour, ethnic origin, place of origin, religion, etc. Stereotyping typically involves attributing the same characteristics to all members of a group regardless of their individual differences. It is often based on misconceptions, incomplete information and/or false generalizations.

Supervisor: means a person who has charge of a workplace or authority over an employee.

Systemic Discrimination: patterns of behaviour, policies or practices that are part of the social or administrative structures of an organization, and which create or perpetuate a position of relative disadvantage for groups identified under the *Human Rights Code*.

Undue hardship: Organizations covered by the Code have a duty to accommodate to the point of undue hardship. The Code sets out only three considerations when assessing whether an accommodation would cause undue hardship: (1) cost, (2) outside sources of funding, if any, and (3) health and safety requirements, if any.

The onus is on the organization to prove that the accommodation would cause undue hardship through evidence that is objective, real, direct, and, in the case of cost, quantifiable. A mere

statement, without supporting evidence, that the cost or risk is “too high” based on speculation or stereotypes will not be enough.

Workplace: means any land, premise, or location at, upon, in, or near any location of employment, including but not limited to vehicles, lunchrooms, washrooms, locker rooms, training facilities (including Ontario Police College), or secondment locations whether organized by the Ottawa Police Service or not. The workplace may also extend beyond the physical workplace to interactions with a worker, including but not limited to social functions or parties, during business travel, telephone calls or visits from one worker to the home of another worker, and may also include electronic communications (such as voice or e-mail messages).

Workplace harassment means:

- engaging, in a workplace, a course of vexatious comment or conduct against a worker that is known or ought reasonably to be known to be unwelcomed
- Workplace sexual harassment; or
- Racial harassment

Workplace sexual harassment means:

- engaging in a course of vexatious comment or conduct against a worker because of sex, sexual orientation, gender identity, or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or
- making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant, or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Forms of workplace harassment and workplace sexual harassment include, but are not limited to:

- gender-related comments about a person’s physical characteristics or mannerisms
- suggestive, offensive, sexual, or demeaning remarks, jokes, gestures, or abuse directed at an individual or group
- suggestive, graphic, or sexual comments about an individual’s dress or body
- the display of pornographic, racist, sexist, or otherwise offensive objects or pictures in the workplace
- unnecessary or unwelcome physical contact including patting, touching, pinching, or hitting
- inappropriate and unwelcome staring
- unwelcome sexual remarks, invitations, or requests
- bragging about sexual prowess, or questions or discussions about sexual activities
- vandalism of personal property
- sexual assault
- abuse of authority
- reprisal
- bullying; and
- a course of unwanted contact or attention either during or after the end of a consensual romantic relationship

Discrimination and Workplace Harassment do not include:

- a reasonable action taken by the Service or a supervisor relating to the management and direction of work or the workplace, including but not limited to work assignments, changes in work assignments, scheduling, job assessment and evaluation,

workplace inspections, implementation of health and safety measures, and disciplinary action

- appropriately discharged supervisory responsibilities including direction, evaluation, feedback, or counselling on performance or discipline
- differences of opinion or disagreements between workers; and
- stress resulting from the performance of legitimate job duties

Workplace Violence means:

- the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker
- an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or
- a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

For workplace violence to occur, a person must apply, attempt to apply, or threaten to apply physical force against a worker. However, the person does not need to have the capacity to understand that these actions could cause physical harm.

Forms of workplace violence include, but are not limited to:

- verbally threatening to attack a worker
- sending e-mails to a worker that threaten physical force
- shaking a fist in a worker's face
- hitting or trying to hit a worker
- throwing an object at a worker
- sexual violence against a worker
- violence in the workplace between workers in a personal relationship; and
- trying to run down a worker using a vehicle.

Witness: means any person who witnesses another person being subjected to discrimination, workplace harassment, or workplace violence.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne Resource:

**John Steinbachs, Executive Director of Strategy & Communications / Directeur
Exécutif Stratégie & Communication
SteinbachsJ@ottawapolice.ca**

SUBJECT: PERFORMANCE REPORT: FOURTH QUARTER 2023

OBJET: RAPPORT SUR LE RENDEMENT : QUATRIÈME TRIMESTRE 2023

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

**Que la Commission de services policiers d'Ottawa prenne connaissance du
présent rapport à titre d'information**

BACKGROUND

As per the Calendar of Monitoring Requirements, this report provides the Ottawa Police Services Board (Board) with information on selected operational metrics of police performance. The report expands on Board Policy BC-2 Monitoring Requirements and AI-001 Framework for Business Planning providing the Board with quantitative performance metrics on calls for service every three years.

DISCUSSION

The OPS is committed to monitoring and reporting on operational performance. Metrics provide insight into evolving service demands and highlight service improvement opportunities and organizational achievements relative to service standards. The following metrics, which are presented to the Board quarterly, have been developed in consideration of guidance from the Citizen's Advisory Committee:

- Total demand for police service (calls for service and online reports)
- Emergency response calls for service, by priorities
- Priority 1 response performance (on-scene in 15 min, 95% of the time)
- Service time (citizen-initiated, mobile response calls)
- Number of Criminal Code offences handled per police officer

Control charts help understand the quarterly variation in the results. The time series includes a central line and upper and lower control limits (UCL/LCL) as a visual reference for detecting shifts or trends. This Quarterly Performance Report covers the reporting period between October 1 and December 31, 2023. It compares the fourth quarter (Q4) data with the same period last year and the five-year average.

Total demand for service – calls and reports received online.

In 2023, the OPS received over 427,400 demands for service through both calls for service and online reporting. This result is the highest in the past 10 years, it was 15 percent higher than the five-year average of 371,253 and the total demands for service in 2022 (370,315).

There were approximately 400,000 calls for service received through the OPS computer-aided dispatch system (CAD) in 2023, which represents 94 percent of total demand for service. When compared to 2022, overall calls for service increased by 15 percent (57,100 calls more). This increase was focused in the year's first half, while the latter half saw a decline.

Figure 1 below shows the total demand for service over the last five years by quarter.

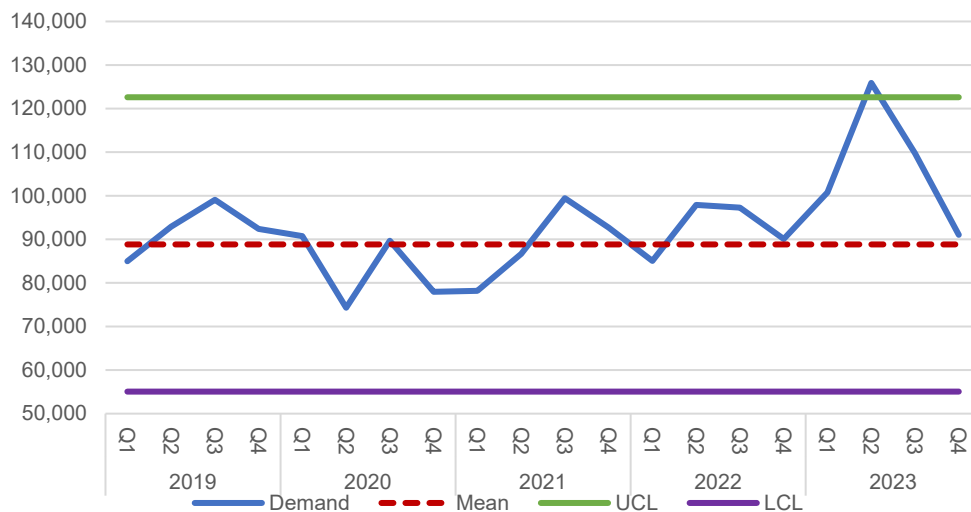


Figure 1: Total demand for service by quarter, 2019-2023

In the fourth quarter of 2023, the OPS received close to 91,040 demands for service through both calls for service and online reporting. This level of quarterly demand for service was 2.5 percent higher than the five-year, fourth-quarter average of 88,833.

Approximately 83,700 calls for service were received through the OPS computer-aided dispatch system (CAD) in 2023 Q4. The volume of calls received through CAD was the lowest for a quarter in 2023, however, in line with the five-year, fourth-quarter average of 83,309. This result was driven in part by calls initially coded as Emergency 911 Activation Assessment and final as False 911 – No Emergency Identified. After making coordinated efforts to engage various manufacturers in North America and Europe, the automatic SOS function in Android devices, which had caused abnormally high levels of 911 calls, was fixed. The update to address this issue has started to be pushed during 2023 Q4. More specifically, in 2023 Q4 there were over 21,700 false 911 calls, less than 15 percent the number of false 911 calls in 2022 Q4 (25,615 false calls).

In the fourth quarter of 2023, there were 7,333 online reports. This is a 33 percent increase from the five-year, fourth-quarter average of 5,524. Shoplifting accounts for over 37 percent of all reports received online. In the fourth quarter, there was an increase in shoplifting of 76 percent compared to 2022 Q4. This increase was driven in part by LCBO, which had previously limited online reports to 25 per day for all their locations but reported more than 1500 shoplifting incidents in 2023 Q4, compared to over 720 incidents in 2022 Q4 (a 110% increase). Other reports frequently received online include traffic complaints (9% of Q4 online reports) as well as mischief to property (7%) and theft under 5,000 (5%).

Response types

The OPS call response protocol reflects the need to respond to an event that corresponds to the seriousness of the incident while weighing the interests of the safety of police officers and the public. When the OPS Communications Centre receives a call, operators ask a series of questions to determine the priority level of the call. This process complies with Ontario's Police Adequacy and Effectiveness Standards Regulation LE-002 Communications and Dispatch.

Calls for service determined to be Priority 1 or 2 generally involve imminent danger to life or risk of serious bodily harm. In Q4 2023, 12 percent of the calls for service were Priorities 1 or 2. Priorities 3 and 4 reflect threats to persons, property, or evidence. These categories made up most calls for service (78%).

The other Priorities (5, 6, and 7) are used for police radio broadcasts and calls directed to the Police Reporting Unit (PRU), Collision Reporting, Information Desk, and Property Room. These Priorities made up the remaining 10 percent of calls in Q4 2023.

Emergency Calls for Service (Priority 1)

Calls classified as Priority 1 (P1) include events involving actual or imminent danger of bodily injury or death, often with the known presence of weapons. In the fourth quarter of 2023, the OPS received approximately 900 P1 calls, a sharp increase of 39 percent compared to the five-year, fourth-quarter average 646. More than three-quarters (77%) of P1 calls were assisting other emergency services, including paramedics.

Figure 2 shows the variation in P1 calls over the last five years. As can be seen, the number of P1 calls decreased during the pandemic when the tiered response agreement (TRA) between emergency services was suspended to limit the transmission of COVID-19. As such, significantly fewer OPS officers were dispatched to assist another emergency service in top-priority calls during the pandemic. Since the start of 2023, the TRA has been reactivated, which explains the rise in officer dispatch numbers.

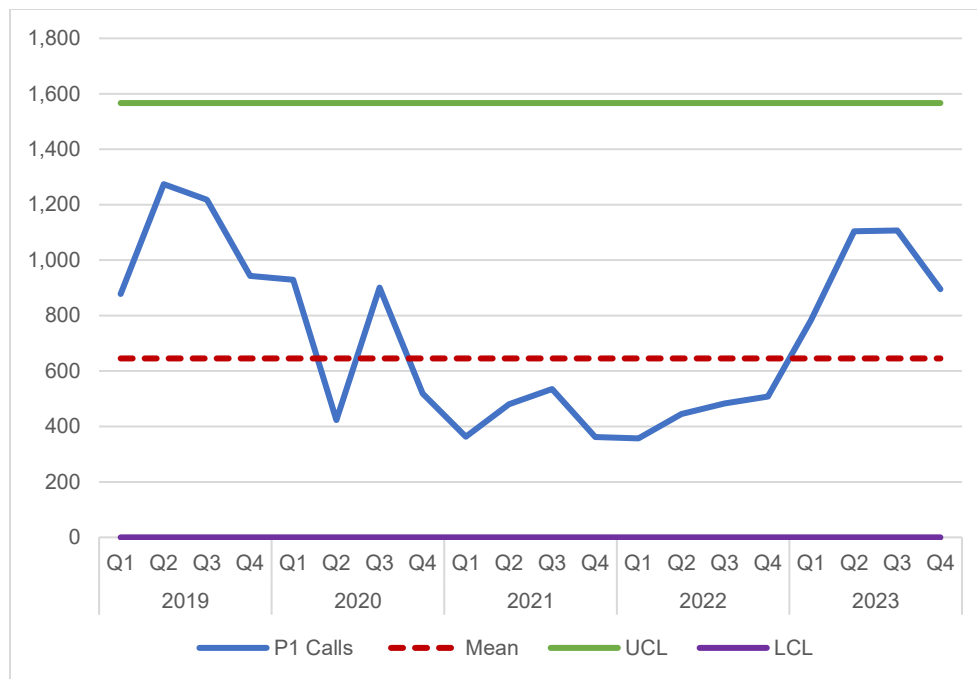


Figure 2: Priority 1 (P1) calls for service by quarter, 2019-2023

Priority 1 (P1) response performance

In accordance with the organization's call response protocol, the OPS aims to respond to P1 calls for service within 15 minutes, 95 percent of the time. Once a call is dispatched, the priority level of the call does not change in the computer-aided dispatch (CAD) system. Information received during a response is relayed to officers enroute through the radio or messaged on the computer system. This new information can alter the urgency of the response. Instances, where the urgency has been lowered due to decreased risk, will result in response times below the P1 service standard.

In Q4 2023, the OPS met this response performance standard – arriving on scene within 15 minutes 94 percent of the time. This is an improvement compared to 2022 Q4, where officers responded within 15 minutes 90 percent of the time and is slightly above the five-year, fourth-quarter average of 93 percent. Of the approximately 900 calls classified as P1, officers took over 15 minutes to respond to 40 calls. Of these, in 21 occurrences the calls were dispatched quickly, and the delay appears to be due to travel time; nine calls were initially assigned a less urgent category and then upgraded to P1; only in four calls is there an indication that officers were delayed due to resource issues.

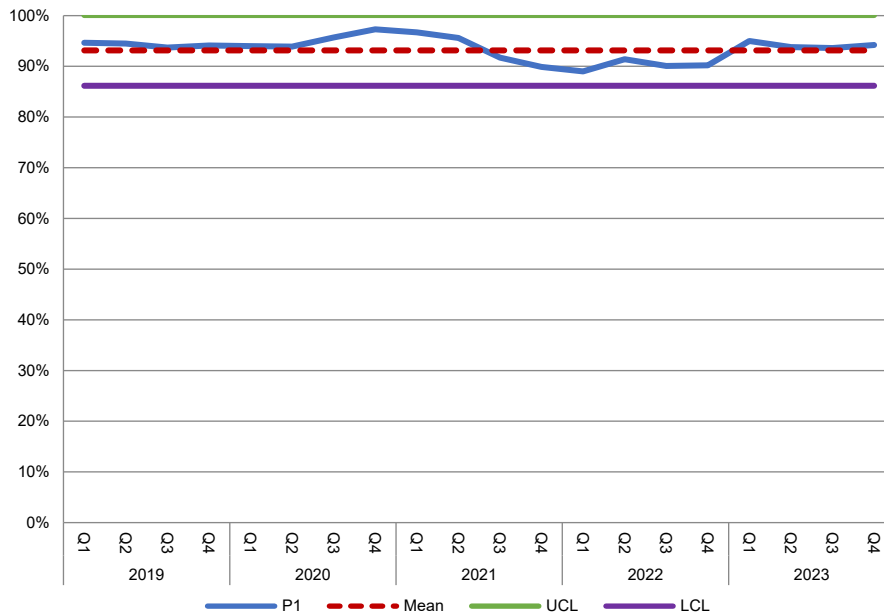


Figure 3: P1 Response performance by quarter, 2019-2023

Service time (citizen-initiated, mobile response)

Service time refers to the cumulative amount of time (in hours) officers spend responding to and dealing with calls for service from the public. Service time for citizen-initiated dispatched calls has gradually risen over the last five years. The cumulative time in 2023 was around 369,200 hours, the highest of the past 10 years, being 15 percent higher than the five-year average of 321,200 hours, and 9 percent higher than 2022 cumulative time (338,650 hours).

Following the overall increase, in the fourth quarter of 2023, service time was approximately 92,500 hours. This is an 18 percent increase from the previous year and is 16 percent higher than the five-year, fourth-quarter average of 79,641 hours. Figure 4 shows the variation in service time over the last five years.

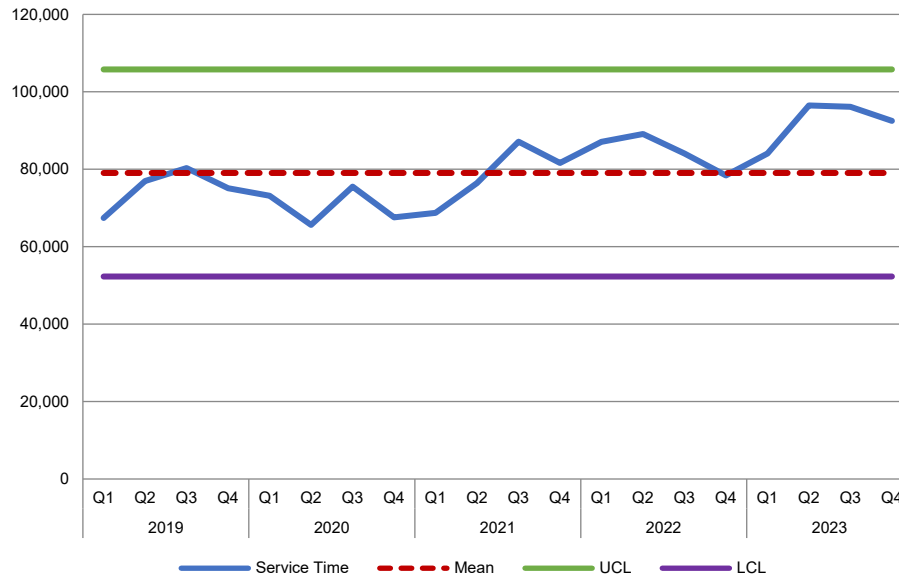


Figure 4: Service time (citizen-initiated, mobile response) by quarter, 2019-2023

Initial call types requiring the most effort in Q4 included paramedic assistance, disturbance, mental health, partner disputes, and accidents.

Number of Criminal Code Offences Handled per Police Officer

The number of reported Criminal Code of Canada (CCC) incidents handled per officer is one measure of workload volume. It does not capture the entire scope of police operations, including proactive initiatives, assistance to victims of crime, traffic enforcement/ Highway Traffic Act violations, and other community and public safety activities.

In 2023, the volume of crime in Ottawa increased by 8 percent compared to 2022. There were over 46,800 Criminal Code offences. On average, every police officer dealt with 31 Criminal Code offences during 2023, this is a 6 percent increase from 2022 (29) and is 12% higher than the five-year average of 28.

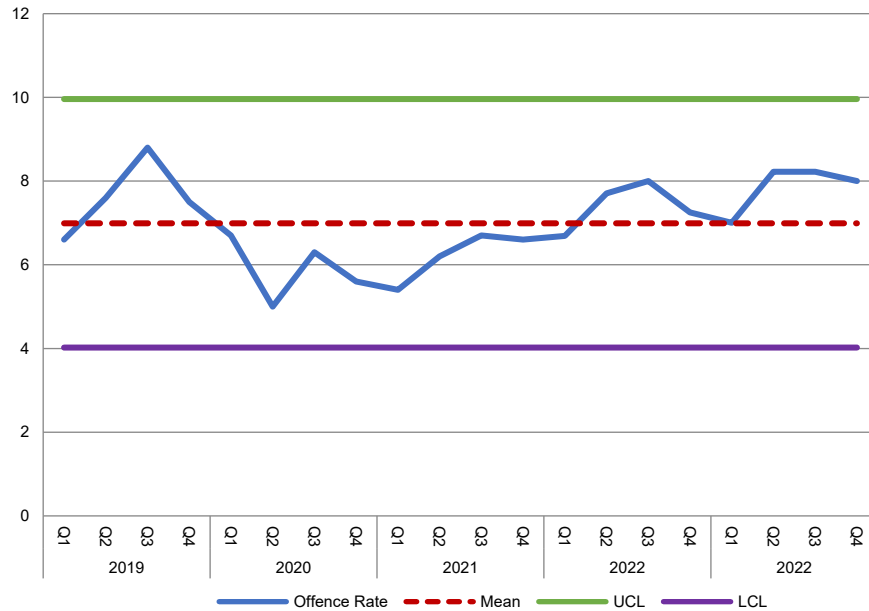


Figure 5: Number of Criminal Code offences per officer by quarter, 2019-2022

Figure 5 above illustrates that during the fourth quarter of 2023, each sworn member dealt with an average of eight Criminal Code of Canada offences, which is a 10 percent increase from the same period in 2022, and a 14 percent increase from the five-year, fourth-quarter average.

Following a decline at the onset of the pandemic, the number of offences handled by police officers has been steadily rising. This trend has outpaced the growth in sworn membership, resulting in more crimes per member.

CONCLUSION

The results in this report indicate that the volume of calls received for service has decreased in recent months, remaining in line with the five-year fourth-quarter average. However, the overall demand for service has gradually increased over the past five years, with 2023 having the highest demand for service of the past 10 years.

In concert with other reports submitted to the Board, these results illustrate the growing pressures affecting service delivery. Service time has remained relatively stable in its highest levels since Q2 2023, and overall, 2023 had the highest service time of the past 10 years. Nevertheless, it is worth noting that OPS still met its target of responding to Priority 1 calls for service within 15 minutes 95 percent of the time.

Since 2005, the OPS has been reporting to the Police Services Board quarterly on selected measures of police performance which were identified in collaboration with a Citizen's Advisory Panel. These reports support ongoing discussions aimed at service

improvement and transparency of police performance measures. The Board will continue to receive quarterly performance updates as part of the OPS performance monitoring activities.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**Superintendent Robert Drummond, Executive Officer to the Chief of Police
DrummondR@ottawapolice.ca**

**SUBJECT: REPORT ON THE SPECIAL INVESTIGATIONS UNIT - INVESTIGATION
23-OCD-243**

**OBJET: RAPPORT SUR L'UNITÉ DES ENQUÊTES SPÉCIALES – ENQUÊTE
23-OCD-243**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

BACKGROUND

This document outlines a police interaction that resulted in the Special Investigations Unit (SIU) invoking their mandate. The background of the incident, along with SIU findings and recommendations are provided. As required by legislation, the Professional Standards Unit (PSU) subsequently completed an investigation into the policy, services, and conduct of the Ottawa Police Service (OPS) about this incident.

DISCUSSION

On Sunday, June 25, 2023, the Ottawa Police Communications Centre received multiple calls about a male dangerously wielding a knife and lunging at vehicles in the downtown core of Ottawa. Officers were dispatched and arrived in the area of St Patrick Street and Sussex Drive shortly after the calls came in at 2:08 pm. Tactical communication failed with officers repeatedly directing the Complainant to drop the

knife. The Complainant ignored the officers' commands. The officers were faced with a highly volatile and dangerous situation where they were unable to withdraw or relocate to a safer area due to the proximity of civilian witnesses. One officer deployed his conducted energy weapon (CEW) but the deployment was unsuccessful in changing the complainant's behaviour. The Complainant was advancing on officers while wielding a knife. Two officers engaged the Complainant with gunfire and stopped his advancement. The officers called for "shots fired" and Emergency Medical Services (EMS) for assistance. They rendered first aid and CPR until EMS arrived and took over. All efforts to revive the Complainant were unsuccessful and he was pronounced deceased at the scene.

On June 25, 2023, OPS contacted the SIU and notified them. The SIU invoked its mandate and opened an investigation.

INVESTIGATION

SIU Investigation

On October 23, 2023, the OPS received a letter from the Director of the SIU concerning the outcome of their investigation. In his letter, Director Martino stated the file has been closed and no further action contemplated. He was satisfied that there were no grounds in the evidence to proceed with criminal charges against the two subject officials (SO #1 and SO #2) who were involved in the incident.

In his report, Director Martino noted the following, "In my view, the gunshots fired by SO #2 and SO #1 fell within the limits of justification prescribed by the provision. The subject officials were lawfully placed and in the exercise of their duties throughout the series of events leading to the Complainant's shooting. Having been called to the scene of a male wielding a knife at passersby in and around the intersection of Sussex Drive and St. Patrick Street, the officers were within their rights in attending at the scene to take the Complainant into custody for the offence of 'weapons dangerous', contrary to section 88 of the Criminal Code, and ensure public safety."

The Director added: "I am also satisfied that the gunfire by SO #2 and SO #1 constituted reasonable force in the circumstances. Events unfolded very quickly and there was no real opportunity to consider alternative courses. Even still, SO #2, the first officer on scene, attempted to de-escalate the situation. He appears to have realized that the Complainant was in mental health crisis and tried to calm him by asking his name and explaining he was there to help. Regrettably, given his state of mind, the Complainant was unreceptive. Withdrawal from the scene was not a viable option. Though their presence might have contributed to the Complainant's agitation, there

were bystanders in the area whose safety would have been placed at risk had the officers pulled away. The Complainant was repeatedly asked to stop and drop the knife. As he moved northward towards the officers on St. Patrick Street, WO #2 fired his CEW. Had its probes found their mark, it might have resulted in the Complainant's momentary incapacitation, affording the officers a window to safely disarm him."

The Director concluded, "Unfortunately, the use of the CEW did not stop the Complainant's advance, and the officers were left with little recourse but to use their firearms to protect themselves and each other. A physical engagement would have placed their lives at risk of grievous bodily harm or death from the knife, as would a resort to other weapons at their disposal – OC spray or a baton – without the immediate stopping power of a firearm."

The SIU closed their investigation and advised OPS that no further action would be contemplated.

Professional Standards Unit Investigation

Pursuant to Section 34(1) of Ontario Regulation 268/10 of the Police Services Act (PSA), PSU initiated an investigation into this incident to review the policies and services provided by the OPS and to determine if the conduct of the involved police officers was appropriate.

After the SIU conducted its investigation and closed it with no further actions, the Professional Standards Unit (PSU) conducted a review under Section 34(1). The officers attended the area of St Patrick Street and Sussex Drive lawfully in response to a call for service. Officers were faced with a male (the Complainant) who may have been living with a mental health disorder and was wielding a knife with a 20 cm blade. The officers attempted to de-escalate the situation by speaking to him, but their attempts were unsuccessful. One officer deployed a CEW, but that too failed as the prong(s) missed the Complainant. The Complainant was advancing at the officers, and they could not disengage and relocate. Such action would result in placing civilians at risk and jeopardize the safety of other pedestrians.

The complainant neared several meters from the Subject Officials and they were left with no other choice but to use their firearms to change the Complainant's behaviour. As per their training and the Use of Force model, OPS officers exhausted all other modes of interactions and de-escalations, until their lives and the lives of others were at risk. Once the Complainant went down after the gunshots, the officers called for medical assistance and tended to him by performing CPR and first aid. Once medical assistance arrived,

they took over but were unable to revive the Complainant. He was pronounced deceased at the scene.

After a careful review of the information in this case, it has been determined that there is no evidence of misconduct on the part of the Subject Officials.

The Professional Standards review concluded that the Subject Officials involved in this incident responded properly. Furthermore, no issues were identified about the Service delivery or Corporate Policies during the review.

Conduct Findings – No conduct issues were identified.

Service Findings – No service issues were identified.

Policy Findings - No policy issues were identified.

CONCLUSION

PSS has completed its Section 34 investigation into this incident and no further action is required.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**Superintendent Robert Drummond, Executive Officer to the Chief of Police /
Fonctionnaire Exécutif
DrummondR@ottawapolice.ca**

**SUBJECT: REPORT ON THE SPECIAL INVESTIGATIONS UNIT –
INVESTIGATION 23-OCD-309**

**OBJET: RAPPORT SUR L'UNITÉ DES ENQUÊTES SPÉCIALES – ENQUÊTE
23-OCD-309**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

This document outlines a police interaction that resulted in the Special Investigations Unit (SIU) invoking their mandate. The background of the incident, along with SIU findings and recommendations are provided. As required by legislation, the Professional Standards Unit (PSU) subsequently completed an investigation into the policy, services, and conduct of the Ottawa Police Service (OPS) about this incident.

DISCUSSION

On August 3, 2023, Ottawa police officers were dispatched to a residence in Ottawa following a report of a domestic disturbance. Two officers arrived at the address and formulated grounds to arrest the Complainant for assault. The Complainant was intoxicated at the time and a search incident to his arrest was conducted. The officers

found a baggie in the Complainant's pant pocket containing a white rock-like substance, believed to be crack cocaine. The Complainant was conveyed to the cell block and given his rights to counsel. Once at the cells, the Complainant was loud, belligerent, and was not cooperative with the cell block Sergeant. The complainant was searched by the Special Constables before he was lodged in a cell at 4:42 pm. During their regular cell checks, one of the Special Constables noticed the Complainant laying on the floor of the cell and his breathing appeared abnormal. The Special Constable alerted the Sergeant, and they began first aid and CPR on the Complainant due to unresponsiveness. Paramedics were called and the Complainant was transported to the hospital. The Complainant lapsed into a medical crisis while in police custody and later passed at the hospital.

On August 3, 2023, OPS contacted the SIU and notified them. The SIU invoked its mandate and opened an investigation.

INVESTIGATION

SIU Investigation

On December 1, 2023, the OPS received a letter from the Director of the SIU concerning the outcome of their investigation. In his letter, Director Martino stated the file has been closed and no further action contemplated. He was satisfied that there were no grounds in the evidence to proceed with criminal charges against the two subject officials who were involved in the incident.

Specifically, the Director noted, "There are no questions raised in the evidence around the lawfulness of the Complainant's arrest. It appears that there were grounds to take the Complainant into custody for assault and possession of illicit substances. Nor are there any real questions with respect to the care afforded the Complainant while in custody. He was personally checked at about 4:50 p.m. and then again at about 5:20 p.m. by SEW #1 (Service Employee Witness). On neither occasion was there reason to believe that the Complainant was in medical distress. On the third regularly-scheduled check, at 5:50 p.m., SEW #2 correctly surmised that something was wrong. He promptly advised the officer-in-charge and officers moved with dispatch to render emergency first-aid to the Complainant while they waited for an ambulance."

The Director added: "It is true that the Complainant's custodians did not see him apparently ingesting a substance he had retrieved from the area of his buttocks, but that is not entirely surprising. The Complainant's conduct occurred over a relatively short period of time and might well have been missed short of continuous surveillance of his cell. The situation, however, did not necessarily call-out for that level of scrutiny. This

takes us to the nub of the liability analysis, namely, whether the subject officials ought to have taken more seriously the possibility that the Complainant continued to be in possession of drugs and ordered a strip search of his person.”

The Director concluded, “In *R. v. Golden*, [2001] 3 SCR 679, the Supreme Court of Canada laid out the circumstances in which a strip search would be legally permissible. Owing to their inherently degrading and invasive nature, strip searches are only condoned where officers have reasonable and probable grounds for believing they are necessary in the particular circumstances of an arrest. It is arguable whether those grounds existed in the case of the Complainant. The fact that drugs had been found in the Complainant’s clothing and apartment might have raised a suspicion that he could be concealing illicit substances in his person, but there was no hard information that really pointed in that direction. Moreover, by the time the Complainant was placed in cells, he had already been subjected to two non-strip searches of his person. On this record, I am unable to reasonably conclude that SO #1 failed to exercise his discretion to order a strip search in a way that departed markedly from a reasonable standard of care”.

The SIU closed their investigation and advised OPS that no further action will be contemplated.

Professional Standards Unit Investigation

Pursuant to Section 34(1) of Ontario Regulation 268/10 of the Police Services Act (PSA), PSU initiated an investigation into this incident to review the policies and services provided by the OPS, and to determine if the conduct of the involved police officers was appropriate.

OPS officers were dispatched to a local address to assist a female who was in distress. Upon arrival, the officers found the female with bruising and signs of physical assault. The officers were in the residence lawfully and formulated reasonable and probable grounds to arrest the Complainant for the assault and breach of his court conditions. The arresting officers observed the Complainant to be intoxicated by alcohol and located drugs in plain view within the residence. The officers located an additional baggie of drugs in the Complainant’s pant pocket. The Complainant was arrested and conveyed to Central Cells where he was searched and placed in a cell.

During their regular “cell checks”, the Special Constables observed the Complainant to be lying on the floor with abnormal breathing. The Special Constables alerted the Sergeant and began to administer first aid and CPR as per their training. Paramedics were called and the Complainant was transported to the hospital where he later passed.

After the SIU conducted its investigation and closed it with no further actions, the Professional Standards Unit (PSU) conducted a review under Section 34(1). After a careful review of the information in this case, it has been determined that there is no evidence of misconduct on the part of the Subject Officials.

The Professional Standards review concluded that the Subject Officials involved in this incident responded properly. Furthermore, no issues were identified about the Service delivery or Corporate Policies were found during the review.

Conduct Findings – No conduct issues were identified.

Service Findings – No service issues were identified.

Policy Findings - No policy issues were identified.

CONCLUSION

PSS has completed its Section 34 investigation into this incident and no further action is required.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**Superintendent Robert Drummond, Executive Officer to the Chief of Police /
Fonctionnaire Exécutif
DrummondR@ottawapolice.ca**

**SUBJECT: REPORT ON THE SPECIAL INVESTIGATIONS UNIT - INVESTIGATION
23-OCD-375**

**OBJET: RAPPORT SUR L'UNITÉ DES ENQUÊTES SPÉCIALES – ENQUÊTE
23-OCD-375**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

This document outlines a police interaction that resulted in the Special Investigations Unit (SIU) invoking their mandate. The background of the incident, along with SIU findings and recommendations are provided. As required by legislation, the Professional Standards Unit (PSU) subsequently completed an investigation into the policy, services, and conduct of the Ottawa Police Service (OPS) about this incident.

DISCUSSION

On September 12, 2023, at approximately 5:30 a.m., the OPS responded to an 'unwanted party' call at an apartment building located on McEwen Avenue in Ottawa. Civilian Witness (CW) #1 was reporting that an unknown naked male was in the laundry room. Responding officers located the male, sensed he was exhibiting symptoms of

excited delirium, and requested Emergency Medical Services (EMS). While waiting for EMS to arrive, the officers engaged in conversation with the male who was calm and cooperative. When EMS arrived, the male was cuffed and walked through the front lobby towards the ambulance parked out front. While in the lobby, the male became limp, collapsed, and went vital signs absent (VSA). Paramedics immediately commenced cardiopulmonary resuscitation (CPR) and rushed the male to the Queensway-Carleton Hospital (QCH) where he was pronounced deceased shortly after arrival.

OPS contacted the SIU and notified them. The SIU invoked its mandate and opened an investigation.

INVESTIGATION

SIU Investigation:

On January 9, 2024, the OPS received a letter from the Director of the SIU concerning the outcome of their investigation. In his letter, Director Martino stated the file has been closed and no further action contemplated. He was satisfied that there were no grounds in the evidence to proceed with criminal charges against the subject official (SO) who was involved in the incident.

In his report, Director Martino noted the following, “The SO, WO #1 and WO #2 were lawfully placed throughout their brief engagement with the Complainant. The protection and preservation of life being their foremost obligation, the officers were duty bound to do what was reasonably within their power to prevent harm coming to the Complainant.

I am also satisfied that the SO comported himself with due care and regard for the Complainant’s well-being. The officer quickly surmised that the Complainant was in medical distress and promptly called for paramedics. While he and the other officers waited, they monitored the Complainant and placed him in a recovery position. With the arrival of the paramedics, the officers also assisted with CPR.”

The Director concluded, “In the result, while it remains unknown how and why the Complainant died, I am satisfied on reasonable grounds that his death is not attributable to any conduct on the part of the SO that transgressed the limits of care prescribed by the criminal law. As such, there is no basis for proceeding with charges in this case. The file is closed.”

The SIU closed its investigation and advised OPS that no further action would be contemplated.

Professional Standards Unit Investigation:

Pursuant to Section 34(1) of Ontario Regulation 268/10 of the Police Services Act (PSA), PSU initiated an investigation into this incident to review the policies and services provided by the OPS and to determine if the conduct of the involved police officers was appropriate.

After the SIU conducted its investigation and closed it with no further actions, the Professional Standards Unit (PSU) conducted a review under Section 34(1). The Subject Official and the Witness Officials were dispatched to check on the well-being of a male (The Complainant) who was naked and wandering the basement of a building. Upon first contact, the officers attributed his behaviour to being medical. The officers conducted themselves professionally and with care for the Complainant. Emergency Medical Services (EMS) were called immediately once the officers noticed the Complainant's symptoms. They continued to provide care when placing the Complainant in the "recovery position" as per their training. They assisted EMS until they reached the hospital where medical staff took over. Unfortunately, the Complainant could not be saved and was pronounced deceased at the hospital. After a careful review of the information in this case, it has been determined that there is no evidence of misconduct on the part of the Subject Official.

The Professional Standards review concluded that the Subject Official involved in this incident responded properly. Furthermore, no issues were identified about the Service delivery or Corporate Policies during the review.

Conduct Findings – No conduct issues were identified.

Service Findings – No service issues were identified.

Policy Findings - No policy issues were identified.

CONCLUSION

PSS has completed its Section 34 investigation into this incident and no further action is required.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

**Deputy Chief Steve Bell, Chief Administrative Officer / agent administratif
principal**

Bells@ottawapolice.ca

SUBJECT: WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2023

OBJET: GESTION DES EFFECTIFS DU QUATRIÈME TRIMESTRE 2023

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport.

BACKGROUND

Section 31(1)(c) of the Police Services Act (PSA) states that a Board shall establish policies for the effective management of the police force; Ottawa Police Services Board (the Board) Policy CR-7 Workforce Management provides direction regarding managing the workforce within the Ottawa Police Service (OPS). The policy requires that the Chief of Police provide a quarterly report on workforce management.

Furthermore, under Section 31(1)(a) of the PSA, the Board is responsible for the appointment of members to its municipal police service. The Board is also responsible for establishing guidelines for dealing with complaints made under Part V of the PSA, as well as reviewing and receiving regular reports on the Chief of Police's administration of the complaints system under Part V.

Accordingly, and in alignment with those requirements noted, this report:

1. Identifies all new members to the Service from October 1st to December 31st, 2023 in order to fulfill the Board’s obligation to approve all appointments of new members;
2. Provides the Board with an overview of workforce management activities that have occurred throughout the entirety of 2023;
3. Provides the Board with an Executive Summary with respect to 2024 hiring and workforce management goals for the year; and
4. Provides the Board with an overview of suspended members pursuant to Part V.

Information provided in this report includes names and ranks of employees as governed by the Municipal Freedom of Information and Protection of Privacy Act.

DISCUSSION

Salaries and wages (\$332M) are the largest line item in the 2023 OPS Budget, representing approximately 83 percent of the total operating budget. For this reason, and given that staffing levels directly impact operations, it is critical to monitor and report on workforce management data and activities on a regular basis.

This section provides an overview of the state of the OPS workforce as well as workforce management activities as of the end of 2023. Information herein includes that on recruitment progress, and attrition that has occurred as of December 31st, 2023.

Current Workforce Staffing Levels

Table 1 below provides details on OPS’ sworn and civilian staffing levels as of December 31st, 2023. The table compares authorized Full Time Equivalents (FTEs) to the number of active members.

Table 1 – Overview of Current Workforce Staffing Levels

Sworn					
FTE Authorized	FTE Actual	Variance (Authorized-Actual)	Positions Not Staffed due to long term absences	Active Sworn Members	Sworn Active Rate
1,487	1,511	-24	140	1,371	90.7%

Note that the OPS aims to be over headcount by ~40% of the following years projected retirements. For 2024, this is ~20 officers.

Civilian					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
638	642	-4	56	586	91.3%
TOTAL OPS					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,125	2,153	-28	196	1,957	90.9%

Workforce Attrition

Table 2 below captures the number of members who left the Service in Q4 of 2023. Data is broken down based on whether the member was sworn or civilian, as well as based on gender.

Data indicates that resignations and retirements are back to levels seen historically after a higher-than-normal number of resignations and retirements in 2022.

Table 2 – Attrition October 1st – December 31st, 2023

	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	1	1	1	1	4
Resignation		3	1	1	5
Deceased		1			1
Total	1	5	2	2	10

Sworn Officer Staffing

Forecast of Hiring Requirements - Methodology

The forecast of sworn officer hiring requirements is developed annually based on the estimated number of officers that must be hired to fill both new budgeted positions, and estimated attrition rates.

In developing a hiring plan, six key factors are considered:

1. A recruit takes nine months, on average, to become deployable;
2. The Ontario Police College (OPC) typically holds three training sessions per year for new recruits; OPS generally sends between 20 and 30 recruits for each class dependent upon on sworn hiring plan targets. They are expanding to 4 classes for 2024.
3. OPS has a set number of spots at OPC (for 2023 it was 31).
4. An experienced officer from another police service takes one to two months, on average, to become deployable;
5. Retirements tend to occur at the beginning of each new fiscal year; and
6. A complement carry-over of 40 percent of the following year's forecasted retirements is generally needed to ensure that staffing levels do not fall below acceptable service levels (e.g., currently 42 officer shift requirement per the Ottawa Police Association (OPA) Collective Agreement).

2023 Sworn Officer Forecast of Hiring Requirements

The 2023 sworn staffing forecast in the 2023 Budget identified a need to hire 107 sworn officers.

The forecast assumed that there would be 40 retirements and 20 resignations in 2023. Actual retirements and resignations were lower than forecast. This allowed the OPS to remain at planned headcount levels at year end, even though we were short of our initial hiring plan.

Twenty growth positions from the 2023 OPS Budget were included as part of the 2023 Sworn Hiring Plan. Staff monitored attrition and other factors impacting actual 2023 hiring requirements and adjusted the hiring plan throughout 2023 where possible.

2023 Sworn Officer Hiring Plan

Table 4 - 2023 Sworn Officer Hiring Plan

Hiring Date	Intake	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Total
New Recruits						
Mar-23	Intake 1	25				25
Jul-23	Intake 2			23		23
Oct-23	Intake 3				30	30
Total Recruits:		25		23	30	78
Exp. Officers						
Dec-23	Intake 1			1	8	9
Total Experienced Officers:				1	8	9
Total Actual Hires:		25		24	38	87
2023 Forecasted Hires						107
Hiring Variance						-20

To note, the Ontario Police College (OPC) set the class seat number for the OPS at 31, which was below what was expected, and further reduced our second class to 23. As a result, we finished the year with 87 hires, 20 short of the original plan. The limitation to our hiring is largely the result of the shortage of seats provided by OPC and not our internal ability to hire. We will continue to speak with the OPC regarding our seat allotment going forward.

In 2024 there will be four intakes, however, the OPS has not received the schedule of seat allotment. Our hiring plan for 2024 is to hire 138 officers. This hiring plan is based on the four pillars identified in the Staff Stabilization Plan that will see the service hire for regular attrition, members off on long term absences, new strategic growth positions, and grant funded positions for event response. The hiring requirements will include

direct entry classes, but that magnitude won't be known fully until the seat allotment from the OPC is provided. The complete breakdown of our hiring plan and staffing projections will be included in the Q1 2024 Workforce Management Report.

Civilian Staffing

Overview of Civilian Staffing Activities

As of December 31, 84 vacant civilian positions have been staffed through a combination of external recruiting and internal movement (see Document 2 for a list of names of the new civilian permanent hires from October 1, 2023, to December 31, 2023). There are currently 30 active competitions underway.

Similar to the sworn hiring plan, the civilian hiring plan in 2024 is also based on the four pillars identified in the Staff Stabilization Plan that will see the service hire for regular attrition, members off on long term absences, new strategic growth positions, and grant funded positions for event response. For 2024 there are 18 new growth positions identified as being civilian positions. The Service is forecasting 22 retirements and seven resignations on the civilian side for 2024 as well. Overall, the plan is to staff 77 vacant civilian positions in 2024. The Q1 2024 Workforce Management Report will further breakdown these staffing activities.

Workforce Management Trends, Challenges and Opportunities

There were several factors that continued to impact the organization's performance against hiring targets including a low unemployment rate, local competition (other levels of government, hospitals, universities, city, and the private sector), and employers across the country facing a wave of retirements as individuals exit the workforce with some opting to retire earlier than expected.

Although the public sector is less affected by these challenges due to strong compensation packages and job security, the OPS is not immune from the challenges of a labour shortage; however, the slowdown in the economy has lessened these challenges relative to what the OPS experienced in 2022.

Senior Officer Civilian Vacancies and Staffing Update

Table 5 below provides an update on the Civilian Senior Officer staffing status and hiring efforts to fill vacant positions as of December 31st, 2023. One temporary senior officer position was filled in Q4.

Table 5 – Civilian Senior Officer Position Status

Senior Officer Civilian Positions (Vacant) – Recruitment Update		
Title	Recruitment Update	Expected Staffing Date
Chief Financial Officer	Active Competition	TBD
Director Corporate Communications	Active Competition	TBD
Director Financial Services	Jonathan Sweet	Q1 2024 Start Date

Sworn Officer Suspensions as of September 30, 2023.

As illustrated in Document 3, there are three active suspensions with one new one in Q4.

- A Chief of Police may suspend an officer with pay if they are suspected or charged with a criminal or provincial offence, or misconduct under the PSA. A Chief of Police may suspend without pay only when an officer is convicted of an offence and sentenced to a term of imprisonment.
- Suspension is an aspect of the Chief’s authority to control and administer the police service; “not to punish, but to remove members from duty for reasons related to the protection of the public and the police service.” It is a risk mitigation tool, to allow time for investigation while mitigating any risks associated to keeping the officer on duty.
- Complaints of officer conduct are taken very seriously as a matter of public trust and confidence. We have a rigorous process in place to manage conduct matters, including suspensions. Suspension is reserved for the most serious cases, applying a fixed set of criteria on an incident-by-incident basis, and often in dynamic circumstances.
- **The Suspension Criteria includes a consideration of the following nine factors:**
 1. Seriousness of the alleged misconduct.
 2. Reliability of the evidence or information known.
 3. Prior discipline record of the officer.
 4. Can adequate conditions or restrictions be put in place to mitigate the need for suspension?
 5. What is the risk to the Public and the Police if the officer is not suspended?

6. How does this impact the public interest, and public trust and confidence in the OPS?
7. How does this align with Board and OPS priorities?
8. Is there a risk of reprisal if the member is not suspended?
9. Is suspension necessary to maintain the integrity of the investigation?

Determination of suspension frequently comes down to a balancing act between public and police safety and confidence, and the common law duty of procedural fairness. Suspensions are reviewed on a quarterly basis, and when there is a material change in circumstances that may warrant lifting a suspension.

SUPPORTING DOCUMENTATION

Document 1 – New Officers sworn in between October 1st and December 31st, 2023.

Document 2 – Permanent Civilian Hires between October 1st and December 31st, 2023.

Document 3 – Sworn Officer Suspensions as of December 31st, 2023.

CONCLUSION

This report provides an overview of the activities that have occurred in the Q4 2023 reporting period to fulfill Board requirements. An update has also been provided respecting civilian staffing recruitment activities and sworn officer suspensions. Staff will report on our Q1 2024 workforce activities at the general meeting of the Board in May 2024.

DOCUMENT 1**New Officers sworn-in between October 1st and December 31st, 2023.**

NAME	SWORN-IN DATE	HIRE DATE
Nathaniel ANDAL	Thursday, October 26, 2023	28-Mar-2023
Mary ARMSTRONG	Thursday, October 26, 2023	28-Mar-2023
Ashley AUGER	Thursday, October 26, 2023	28-Mar-2023
Jacob BEAUCHAMP	Thursday, October 26, 2023	28-Mar-2023
Patrick BOROWSKI	Thursday, October 26, 2023	1-Mar-2021
Cameron CAMPBELL	Thursday, October 26, 2023	28-Mar-2023
Madison DANDENAULT	Thursday, October 26, 2023	28-Mar-2023
Myles DONOGHUE	Thursday, October 26, 2023	28-Mar-2023
John GONZALES	Thursday, October 26, 2023	28-Mar-2023
Nicholas GOUDIE	Thursday, October 26, 2023	28-Mar-2023
Amin HARB	Thursday, October 26, 2023	28-Mar-2023
Shelagh HARVEY	Thursday, October 26, 2023	28-Mar-2023
Tyler HEARTY	Thursday, October 26, 2023	28-Mar-2023
Isaiah HICKSON	Thursday, October 26, 2023	28-Mar-2023
Olivia JOLICOEUR	Thursday, October 26, 2023	28-Mar-2023
Erika KRUMMENACHER	Thursday, October 26, 2023	28-Mar-2023
Selena LEFEBVRE	Thursday, October 26, 2023	28-Mar-2023
Hamish NEILSON	Thursday, October 26, 2023	28-Mar-2023
Cameron PINDER	Thursday, October 26, 2023	28-Mar-2023
Julian PRINCE-FINKLESTEIN	Thursday, October 26, 2023	28-Mar-2023

Ehsan ROSHANAFSHAR	Thursday, October 26, 2023	1-Oct-2018
Lee RYAN	Thursday, October 26, 2023	28-Mar-2023
Nicholas SOONTIENS	Thursday, October 26, 2023	28-Mar-2023
James TOKARYK	Thursday, October 26, 2023	28-Mar-2023
Cody WISTAFF-WELSH	Thursday, October 26, 2023	28-Mar-2023
Nathan Emo	Friday, December 8, 2023	31-Oct-2023
Michael McWilliam	Friday, December 8, 2023	31-Oct-2023
Jonathan Liu	Friday, December 8, 2023	31-Oct-2023
Andrew O'Neil	Friday, December 8, 2023	31-Oct-2023
James Webb	Friday, December 8, 2023	31-Oct-2023
Cedric Nizman	Friday, December 8, 2023	18-Sep-2023
Ronald Alex Lewis	Friday, December 8, 2023	31-Oct-2023
Henrick Casimir.	Friday, December 8, 2023	18-Dec-2023
Erinn Fader	Thursday, December 21, 2023	31-Oct-2023

DOCUMENT 2

2023 Permanent Civilians Hired between October 1st and December 31st, 2023.

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	JOSHUA COMMANDO	Info & Technology Services Directorate	Infrastructure Support Unit	Senior Network Security Specialist	21-Dec-2023
2.	LAURA FRASER	Strategy & Communication Directorate	Planning and Policy	Sr Policy Development Specialist	1-Nov-2023

3.	KENNETH MCGEE	Financial Services Directorate	Fleet Services Unit	Fleet Attendant	4-Oct-2023
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DOCUMENT 3

Q4 2023 Sworn Officer Suspensions

Last name	First name	Police Rank	Directorate	Start Date	Changes in Q4
El-Badry	Haidar	Constable	Frontline Policing Directorate	June 24, 2021	Remains Suspended
Patterson	Mark	Superintendent	Investigations Directorate	June 15, 2022	Remains Suspended
Beric	Goran	Constable	Frontline Policing Directorate	October 11, 2023	Suspension started in Q4

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

**Submitted by / Soumis par:
Board Solicitor / L'avocat de la Commission**

**Contact Person / Personne ressource:
David White, City Solicitor/ Avocat général
613-580-2424, ext. 21933 / david.white@ottawa.ca**

SUBJECT: LEGAL SERVICES STATUS REPORT – 2023 FOURTH QUARTER

**OBJET: RAPPORT D'ÉTAPE DES SERVICES JURIDIQUES – QUATRIÈME
TRIMESTRE DE 2023**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

**Que la Commission de services policiers d'Ottawa prenne connaissance du
présent rapport.**

BACKGROUND

Legal Services is a full-service, in-house law practice that provides a broad range of services to the Police Services Board in the areas of civil litigation, labour and employment law, procedural and general legal advice, and corporate / commercial / development and environmental law. Legal Services' objective is to achieve this through the most cost-effective and efficient combination of both in-house and external lawyers. With respect to external lawyers, Legal Services has a strategic standing offer (SSO) with multiple law firms for the provision of external legal services. The current standing offer, negotiated for the period 2019-2022 and extended through 2023, provides favourable, hourly rates set for the duration of the SSO term.

Pursuant to Section 6.1 of Board Policy #GA-8 – Legal Services, the Board Solicitor shall submit a report to the Board on a quarterly basis that includes statistical information and concise analysis of trends on:

1. positive and negative variances against the approved budget;
2. all claims or actions filed against the Board including how many have been filed, how many are outstanding, how many have been settled, the nature of them (categorized by type), and the cost of settlements;
3. the number, cost and outcome of all appeals and applications for judicial review;
4. any issues of significance the Board should be advised of.

In compliance with Section 6.1, this report provides the requested information with respect to the fourth quarter of 2023.

In accordance with the direction of the Board at its April 23, 2018 meeting, the report has been revised to include a year-over-year comparison of data, at each quarter, with respect to the budgetary spending and various categories of claims managed.

DISCUSSION

2023 Budget

The Police Services Board has allocated \$328,100 for the provision of legal services in 2023. At the completion of the fourth quarter, \$552,187 or approximately 168 percent of the budget was spent, compared with \$400,925 or approximately 122 percent at the same point in time in the previous year. The following chart sets out expenditures for the entire year to date. The costs reflect the significant time devoted to representing the Board, in a variety of transactions and legal proceedings.

Table 1 - Ottawa Police Service - Costs of Legal Services, Q4 2022 vs. Q4 2023

Item	Q1		Q2		Q3		Q4	
	2022	2023	2022	2023	2022	2023	2022	2023
Internal Costs	\$13,285	\$26,895	\$12,220	\$28,989	\$14,260	\$11,705	\$16,130	\$6,525
External Costs	\$32,212	\$30,943	\$196,923	\$68,808	\$44,649	\$96,880	\$70,885	\$281,442
Total, Quarter	\$45,497	\$57,838	\$209,143	\$97,797	\$59,269	\$108,585	\$87,015	\$287,967
Total, YTD	\$45,497	\$57,838	\$254,640	\$155,635	\$313,909	\$264,220	\$400,925	\$552,187

The table, above, reflects the cost of the provision of internal and external legal services against the approved budget, including the HST municipal rebate.

2023 Litigation Claims

Five Statements of Claim were received on behalf of the Police Services Board in the fourth quarter of 2023, compared with four Statements of Claim received during the same period, the previous year. There are currently 84 outstanding claims/notices of claim against the Board, compared with 77 outstanding claims/notices at the same point in the previous year. Due to a number of reasons including direction by the Board's insurer, the requirement for specialized legal expertise, or capacity constraints, 64 of those claims are with external legal counsel. The remaining 20 claims are assigned to various in-house legal counsel. The following list sets out the number of current litigated claims by category or type.

Beginning in the first quarter of 2013, Legal Services started including motor vehicle accident claims involving police vehicles within its quarterly report to the Police Services Board. Though the City of Ottawa, as the registered owner of those vehicles, is frequently named or included as a party in those claims, in keeping with the accident insurance scheme in Ontario, the inclusion of motor vehicle accident claims within the

quarterly reports will provide a more accurate summary of all outstanding litigation affecting the Board.

Table 2 - All Open Litigated Claims - Police Services – Q4 2022 vs. Q4 2023

Type of Claim	Number of Claims	
	Q4, 2022	Q4, 2023
Breach of Charter Rights	8	11
Breach of Contract	1	1
Excessive Force/Assault	12	15
Error and Omission	1	1
False Arrest	8	8
Malicious Prosecution	2	3
Motor Vehicle Accident	15	14
Negligence/Negligent Investigation	22	23
Personal Injury	7	7
Application	1	1
Total Number of Open Litigated Claims – Police Services	77	84

2023 Non-Litigated Claims

During the fourth quarter of 2023, 13 new claims were received by the Claims Unit, as compared with the 15 received in the same period, the previous year. Of these claims, one was paid and closed, seven remain open as the evaluation of these matters is ongoing, and five are open being litigated.

The following chart reflects the total number of claims currently open involving the Ottawa Police Services Board, as of the end of the fourth quarter 2023. As of the end of the fourth quarter, there were 14 open claims not being litigated, as compared with 23 at the end of the same period in the previous year.

Table 3 - All Open Non-Litigated Claims - Police Services – Q4 2022 vs Q4 2023

Type of Claim	Number of Claims	
	Q4, 2022	Q4, 2023
City Vehicle Hitting Pedestrian/Cyclist - Accident Benefits	2	1
City Vehicle Hitting Pedestrian/Cyclist – No Accident Benefits	1	1
Damage to Third Party Property by City Vehicle	1	0
Motor Vehicle Accident, Accident Benefits	3	1
Losses Due to Other Alleged City Involvement	2	2
Motor Vehicle Accident, City and Third-Party Vehicle – No Accident Benefits	0	0
Property Damage – Forced Entry by Police	4	2
Third Party Bodily Injuries from Employee Actions	2	0
Damage/Injuries – Arrest/Detainment	3	4
Vehicle Impounding/Towing	1	0
Third-Party Property Damage/Loss	1	0
Police Pursuits – No Accident Benefits	1	0
Other Third-Party Bodily Injury	1	1
Harassment	1	0

TP Property Damage From Employee Actions	0	2
Total Number Open Non-Litigated Claims	23	14

Table 4 - All Open Non Litigated Claims - Police Services – As of Q4 2023

Type of Claim	Number of Claims / Percentage of Open	
City Vehicle Hitting Pedestrian/Cyclist - AB	1	7.14%
City Vehicle Hitting Pedestrian/Cyclist - No AB	1	7.14%
Damage/Injuries - Arrest/Detainment	4	28.57%
Losses Due to Other Alleged City Involvement	2	14.29%
MVA, Accident Benefits (AB)	1	7.14%
Other T/P BI (Limit Use)	1	7.14%
Property Damage - Forced Entry By Police	2	14.29%
TP Property Damage From Employee Actions	2	14.29%
Total Number of Open Non Litigated Claims	14	100%

During the fourth quarter of 2023, 10 claims were closed by the Claims Unit, as compared with seven closed in the same period the previous year. Of these claims, two were closed, one was abandoned, two were denied, and five were paid.

To date, the Claims Unit has paid out \$513,521.08 in compensation for non-litigated claims closed during the quarter. As compared with the \$23,662.57 paid at the same point, the previous year. Below is the summary for number of claims closed and amount paid for each claim type.

Table 5 - Closed Police Services Claims, Year to Date – Q4 2022 vs. Q4 2023

Type of Claim	Number of Claims	Paid Sum
City Vehicle Hitting Pedestrian/Cyclist-Accident Benefits	2	\$11,187.08
Conflict of Interest	1	\$110,000.00
Damage/Injuries-Arrest/Detainment	1	\$0.00

Damage to Third Party Property by City Vehicle	2	\$1,638.50
Losses Due to Other Alleged City Involvement	2	\$0.00
Loss Involving Police Property Room	1	\$1,196.88
MVA, Accident Benefits (AB)	2	\$371,746.99
MVA, City and Third Party Vehicle-No AB	3	\$13,722.42
No Known City Involvement	8	\$0.00
Property Damage - Forced Entry By Police	12	\$3,081.56
TP Bodily Injuries from Employee Actions	1	\$0.00
TP Property Damage From Employee Actions	3	\$100.57
T/P Property Damage/Loss (Limited Use)	1	\$0.00
Vehicle Towing/Impounding	5	\$847.08
Total – Closed Police Services Non Litigated Claims 2023, YTD	44	\$513,521.08
Compared to Closed Police Services Non Litigated Claims 2022, Q4 – YTD	32	\$23,662.57

Table 6 - Number of Closed Police Services Claims, Q4 2023

Type of Claim	Number of Claims / Percentage of Closed	
	Number of Claims	Percentage of Closed
City Vehicle Hitting Pedestrian/Cyclist - AB	2	4.55%
Conflict of Interest	1	2.27%
Damage/Injuries - Arrest/Detainment	1	2.27%
Dmg. to TP Property by City Vehicle	2	4.55%
Losses Due to Other Alleged City Involvement	2	4.55%
Loss Involving Police Property Room	1	2.27%
MVA, Accident Benefits (AB)	2	4.55%

Type of Claim	Number of Claims / Percentage of Closed	
MVA, City and Third Party Vehicle - No AB	3	6.82%
No Known City Involvement	8	18.18%
Property Damage - Forced Entry By Police	12	27.27%
TP Bodily Injuries from Employee Actions	1	2.27%
TP Property Damage From Employee Actions	3	6.82%
T/P Property Damage/Loss	1	2.27%
Vehicle Towing/Impounding	5	11.36%
Total Number of Closed Non Litigated Claims	44	100%

2023 Labour, Employment and Human Rights Matters

In addition to the above civil litigation claims, Legal Services is currently managing 130 active labour and employment law matters on behalf of the Police Services Board, as compared to the 73 files which were active at the end of the fourth quarter in the previous year, with 17 new files opened in the fourth quarter of 2023. For the year to date, no Police Services files for labour and employment law matters were closed. No new labour and employment law matters were outsourced in the fourth quarter of 2023.

SIGNIFICANT ISSUES

There were no significant issues to report in the fourth quarter of 2023.

CONSULTATION

As this report is administrative in nature, consultation was not required.

FINANCIAL IMPLICATIONS

Financial implications are as presented in this report.

CONCLUSION

It is anticipated that the 2024 first quarter report will be presented to the Board at its April 2024 meeting.

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Krista Ferraro, Executive Director / Directrice exécutive
*Krista.Ferraro@ottawa.ca***

**SUBJECT: OUTSTANDING BOARD INQUIRIES & MOTIONS: FEBRUARY 2024
REPORT**

**OBJET: DEMANDES ET REQUÊTES DE LA COMMISSION EN SUSPENS:
RAPPORT POUR FÉVRIER 2024**

REPORT RECOMMENDATION

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

RECOMMANDATION DU RAPPORT

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

BACKGROUND

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

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

The Audit Report contained 27 separate recommendations for improving the governance practices of the Board, including Recommendation 9.1: *that a report be presented as a regular agenda item at each board meeting that lists all the outstanding inquiries and resolutions*. The Police Services Board approved this recommendation as

part of a comprehensive plan for implementing the Auditor's recommendations, and the first monthly report was submitted to the Board in March 2006. A similar report has been submitted to the Board at each meeting since that time.

At present there is currently one outstanding inquiries, set out in Document 1.

SUPPORTING DOCUMENTATION

Document 1 – Outstanding Inquiries as of 26 February 2024

CONCLUSION

Document 1 contains the current list of outstanding inquiries.

Document 1

OTTAWA POLICE SERVICES BOARD
OUTSTANDING INQUIRIES AS OF 26 FEBRUARY 2024

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

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne resource:

**John Steinbachs, Executive Director of Strategy & Communications / Directeur
Exécutif Stratégie & Communication**

SteinbachsJ@ottawapolice.ca

SUBJECT: LETTERS OF COMMENDATION

OBJET: LETTRES DE MENTION ÉLOGIEUSE

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

Attached for the information of the Board are excerpts from letters of appreciation / thanks received from the public since the last regular meeting for services rendered by members of the Ottawa Police Service (OPS).

We are always happy to receive feedback about the great work our members do in service to the public. To help make that easier, we have introduced [a new form on our website](#) that will allow residents to provide direct feedback about the member who went above and beyond to help. Comments will be shared with the member and their supervisor and will be included in the monthly commendation report to the Ottawa Police Services Board (Board). All identifying information will be removed prior to its inclusion in this monthly report.

DISCUSSION

Date Received: 16 January 2024

From: Member of the public

Excerpt from Letter: During my commute home, I had to navigate from my office building to the transit station. There was a protest happening at the time regarding the Hamas-Israeli conflict. There was an appropriately heavy police presence given the high level of tension. I had to navigate many officers conducting a variety of function (crowd management, traffic, some kind of special operational unit, etc). I must have encountered a least a half dozen officers as I made my way through two very busy intersections and around a decent sized crowd of agitated protesters. What struck me most was how well trained and professional all the officers were: friendly, calm, respectful, professional and prepared. I felt that all were in safe hands, including the protesters. It seemed like everyone's rights were being protected. I was very glad they were there, they helped me get through the area, everyone benefited from their presence in a situation that could easily have gotten way out of hand. Well done to all involved.

Date Received: 19 January 2024

From: Member of the public

OPS member: A/Sergeant W. Clayton and Constable Hebert

Excerpt from Letter: I only know these officers through their posts in our neighbourhood Facebook group. Both constables are a testament to community policing. They post regularly to our group - keeping us so well informed about incidents in the neighbourhood and what they're doing about them. They also jump into online conversations with advice and next steps when someone is posting about actual criminal behaviour (or even just suspicions). Every neighbourhood in Ottawa would be lucky to have two officers as diligent, effective & communicative as these two. They are fantastic ambassadors of the Ottawa police force and instill a strong sense of security that we're being well looked after. They are the gold standard on how community policing can work. I sure hope management values them as much as we do!

Date Received: 28 January 2024

From: Member of the public

OPS member: Constable P. Kuiack, R. Kelleher, S. Trstena and K. Ritz

Excerpt from Letter: I wanted to pass along my appreciation for the subject case, which was brought to a conclusion in late-December 2023. I'd like to acknowledge the efforts of Constables Kuiack, Kelleher, and Trstena for their initial response and quick work to arrest the suspects. I'd also like to sincerely thank Constable Ritz for what I believe were 'above and beyond' actions in working with my wife and I, as well as the youth

involved in the callous vandalism to our home, to ultimately bring both sides together through an alternative diversion intervention process (as opposed to pressing charges and potentially further tying up police and justice resources).

Constable Ritz was very professional and proactive in our communications with him, took the time to explain potential next steps clearly, and was highly conscientious about ensuring a satisfactory resolution.

I sincerely appreciate the efforts of OPS in this matter, and hope these Constables can be recognized for their good work.

Date Received: 30 January 2024

From: Member of the public

Excerpt from Letter: I'm writing in regard to the shooting in Little Italy yesterday. As I read the news this morning, I felt overwhelmed with gratitude for the officers who responded to the call to secure the area and conduct the investigation. I know the area residents took great comfort in your presence. Please let the team know that their courage is deeply appreciated. Thank you for helping to make the community safe.

Date Received: 2 February 2024

From: Member of the public

OPS member: Constable J. Liu and Sergeant K. Meam

Excerpt from Letter: Ottawa Police attended a 911 call as my mother-in-law passed away in her home. Constable Liu and Sgt. Meam were extremely professional and empathetic with my wife and father-in-law. They explained the process of collecting details for the coroner's report while they awaited the arrival of the coroner. Thank you for all you folks do!

Date Received: 4 February 2024

From: Member of the public

OPS member: Constable B. Chaaoui

Excerpt from Letter: Is there a way I can give an officer a recommendation/praise? Just want to bring to light the super positive encounter I had with constable Chaaoui I believe his name was. Super friendly professional and took time out to do great community policing and interact with my son.

Date Received: 7 February 2024

From: Member of the public

OPS member: Constable K. Moore, A/Sergeant T. Burgess and Constable M. Wheaton

Excerpt from Letter: On the evening of Feb 7th, 2024, I called Ottawa Police for a wellness check on my friend. The response was quick, and I received a call from, I believe, was the sergeant on the scene. I don't know his name unfortunately. It was a

stressful evening. The officer called me at home to inform me that he had been found dead in his apartment. The sergeant was very patient and compassionate, which helped me a lot. A detective called Katrina, followed up with me and was extremely professional and kind. I would like to commend all the officers and staff involved for a thoroughly professional handling of the situation. I hope this commendation reaches them. Thanks to you all!

Date Received: 8 February 2024

From: Member of the public

OPS Member: Constable E. Stewart and Constable M. Ringel

Excerpt from Letter: Last Thursday morning an officer responded to a call here. A man was in our garage equipped with tools to either do some damage or steal something. First of all, I am very grateful to the officer for how quickly he responded. Secondly, having seen our video of the arrest, it was encouraging to see how professionally and appropriately he handled the person.

It must be so difficult for you all, being called to all sorts of potentially violent or otherwise disturbing situations to retain a calm and balanced demeanor. Complaints fly quickly so I just want this compliment to jump to the front of the queue.

Date Received: 9 February 2024

From: Member of the Public

OPS Member: Constable M. Sweet

Excerpt from Letter: On the evening of August 13, 2023 we called 911 to complete a wellness check on our Dad. He had not shown up for work and no one had heard from him all day. Officer Sweet arrived and was professional, calm, gathering information until we had confirmation my Dad's phone was in the radius of his home. He entered the home with his partner and found my Dad had hung himself. He had to tell this to me and my sister. He was calm and warm when he told us. Providing his sympathies which appeared very genuine. He answered our questions and gave what information he could with compassion. On the worst evening of me and my sister's lives, and our most vulnerable, Officer Sweet provided genuine warmth, compassion, and professionalism for us. We will never forget that evening and we would like to thank Officer Sweet for his sensitivity and empathy to the situation as I am sure it was not easy for him either. I don't know if that genuine compassion and sensitivity is something that can be taught, but if it can, Officer Sweet needs to teach it.

Date Received: 12 February 2024

From: Member of the Public

OPS Member: Constable P. Kane

Excerpt from Letter: Compliments to the officer that pulled me over for speeding on

Saturday. He was very professional and a great guy. I know I was in a rush but also realize that speeding is dangerous. I know that I will drive within the speed limit in the future and apologize for my stupidity.

Date Received: 13 February 2024

From: Member of the Public

OPS Member: Constable S. Barakat and G. Bean

Excerpt from Letter: At the Canadian Tire Centre for a hockey game. I left my drivers side window down. They looked up my info, managed to find my cell phone, attempted to call 3 times with no answer. They texted but I was skeptical. They persisted to get a hold of me and the 4th call I answered. They gave me my car description, and details and informed me my window is down. It is also snowing so aside from potential vehicle theft, damage to the interior was also possible. I came down to the car to close the window. They were waiting by the car to make sure I secured my vehicle. Over the course of 30 minutes, diligently getting a hold of me and waiting. Very professional and serving the community. I'm passing my appreciation onto them. This incident went above and beyond my expectations.

Date Received: 3 February 2024

From: Member of the Public

OPS Member: Sergeant D. Tapp and Constable C. Poulton

Excerpt from Letter: I thought I would take a minute to let you know that the efforts of those listed above are sincerely appreciated.

I retired from OPS in 2011 and began coaching a special needs sports team. Over the years, I have met many amazing families and athletes. Our program is so much "More than Sports" supporting those in times of personal need in their difficult life journeys.

Recently, I was made aware of an incident involving one of our players that involved an aggressive and assaultive outburst, that by all accounts, caused real fear to individuals who were present, and tried to assist.

The player is a strong individual, with many difficult health challenges, and lives alone with his mother. I have known this family for 12 years, and have seen in the past, a very similar outburst, where the individual attacked was his mother. She is an amazing loving mother, who has devoted her entire life to him.

I have noticed some subtle changes in his demeanor over time, and had that discussion with his mother recently, she confirming as well making similar observations. Then the recent incident at a sports event occurred, and I was notified by an outside source.

The incident, sadly forced me to remove him from our program, concerned for the safety of everyone. But this concern for me was much bigger than sports, and needed some external help, guidance and support.

Knowing what I knew, had witnessed, and the changes surfacing, it was my opinion that this was a family crisis that presented very serious risk.

I sent an e-mail to your Mental Health Crisis Unit, providing some background, and indicated that there were real safety concerns in the home for his mother, something she confirmed with me later as being real, and that she lived in fear daily, and has for some time.

I was so impressed, when on the same day that I reached out to your unit, Sgt. Dodd Tapp and Cst. Christopher Poulton contacted me, supportive in my concerns, and immediately had contact with the Ottawa Hospital Mobile Crisis Unit, and a plan was put in place and into motion.

The Ottawa Hospital Mobile Crisis Team has contacted his other and reassured her she was no longer alone, with many follow-up appointments to get an updated complete assessment of him, provide ongoing support, including the consideration of a safe placement for him.

Please pass on and acknowledge everyone who has stepped up here so quickly, recognizing like me, that the reality of serious bodily harm or worse, needed to be taken seriously and addressed with the proper resources put in place.

From my initial contact with your unit, their professionalism, communication and actions cannot be overlooked as being a game changer for the mother and player. She is beyond appreciative.

Thank you to all for helping me out, and giving her a chance to, as she said to me, Breath again.