



**Ottawa Police Service Board
Agenda**

Meeting #: 105
Date: Monday, July 22, 2024
Time: 4:00 pm
Location: Electronic Participation
Members: Chair: Salim Fakirani, Mayor Mark Sutcliffe, Councillor Cathy Curry,
Vice Chair: Marty Carr, Michael Doucet, Peter Henschel, Dave Donaldson

Habib Sayah, Acting Executive Director
habib.sayah@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

<https://us02web.zoom.us/j/83745387568>

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 July 19 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 Service Board confirm the agenda of the 22 July 2024 meeting.

3. Confirmation of Minutes

3.1 Minutes #103 of 24 June 2024

That the Ottawa Police Service Board confirm Minutes #103 of the 24 June 2024 meeting.

4. Committee Meetings: Reports from Committee Chairs & Minutes

4.1 Finance and Audit Committee- Draft Minutes #26 of 27 June, 2024

That the Ottawa Police Service 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 July 22, 2024 meeting.

7. Inquiries

8. Items of Business

8.1 Chair's verbal report

Chair's report

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

8.2 Chief's verbal report

Chief's report

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

8.3 Temporary Assistance in Policing Canada Day: Requests for Temporary Assistance, Memoranda Of Understanding, and Special Constables Appointments

This item is before the Board for ratification following pre-approval of the agreements in June 2024, under delegated authority by the Chair and Vice Chair.

That the Ottawa Police Service Board approve:

1. **Appointments of 44 RCMP officers as Special Constables for the purposes of assisting OPS in the policing of Canada Day 2024 (*on file with the Acting Executive Director*).**
2. **One request for temporary assistance from the South Simcoe Police Service for Canada Day (*on file with the Acting Executive Director*).**

3. **Six Memoranda of Understanding with the RCMP, Belleville, Kingston, London, Waterloo, and South Simcoe Police Services (*on file with the Acting Executive Director*) regarding assistance in policing Canada Day.**

8.4 Agreement Renewal Between the Ottawa Police Service Board and Carleton University, Special Constable Program

Chief's report

That the Ottawa Police Service Board:

1. **Approve the revised agreement for continuation of the Carleton University, Special Constable Program under the terms pursuant to the Community Safety and Policing Act for a 5-year term ending June 30, 2029.**
2. **Delegate authority to the Chair and Vice-Chair to approve appointments of special constables under this agreement. Any exercise of this delegated authority will be reported out at the next regular meeting of the Board, to be ratified as part of the minutes.**

8.5 Ottawa Police Service 2023-2025 Drive2 Strategy Update Report

Chief's report

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

8.6 Annual Use of Force Report - 2023

Chief's report

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

8.7 Complaints Report – Police Services Act, Community Safety and Policing Act and Special Investigations Unit Act: Second Quarter 2024

Chief's report

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

8.8 Core Strategy and Neighbourhood Operations Centre Implementation Plan

Chief's report

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

8.9 Legal Services Status Report – 2024 Second Quarter

Board Solicitor's report

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

8.10 Outstanding Board Inquiries, Motions & Directions: July 2024 Report

Acting Executive Director 's report

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

8.11 Letters of Commendation: July 2024

Chief's report

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

9. Other Business

10. In Camera Items

In accordance with Section 44 of the *Community Safety and Policing Act, 2019*, the Ottawa Police Service Board will be meeting in a closed session prior to the public meeting to discuss items pertaining to the following subject matter:

1. Operational Update re: Major Events and Demonstrations
2. Confidential Lease Renewal
3. Complaints Committee Report
4. Labour Relations Matter
5. Labour Relations Unit Report - Second Quarter 2024
6. Legal Services Status Report – 2024 Second Quarter
7. Labour Relations Matter
8. Labour Relations Matter

11. Adjournment

12. Next Meeting

Regular Meeting – Monday, September 23, 2024 - 4:00 PM



**Commission de service de police d'Ottawa
Ordre du jour**

N° de la réunion : 105
Date : le lundi 22 juillet 2024
Heure : 16 h 00
Endroit : Participation par voie électronique
Membres : **Président: Salim Fakirani, Maire Mark Sutcliffe, Conseillère Cathy Curry, Vice-présidente: Marty Carr, Michael Doucet, Peter Henschel, Dave Donaldson**

**Habib Sayah, Directeur exécutif par intérim
habib.sayah@ottawa.ca**

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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

<https://us02web.zoom.us/j/83745387568>

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 19 juillet, 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 service de police d'Ottawa ratifie l'ordre du jour de la réunion du 22 juillet 2024.

3. Ratification du procès-verbal

3.1 Procès-verbal ébauche #103 du 24 juin 2024

Que la Commission de service de police d'Ottawa ratifie le procès-verbal #103 de la réunion du 24 juin 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 #26 du 27 juin 2024

Que la Commission de service de police 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 22 juillet 2024.

7. Demandes de renseignements

8. Points à l'ordre du jour

8.1 Rapport verbal du président

Rapport du président

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

8.2 Rapport verbal du chef

Rapport du chef

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

8.3 Aide temporaire pour le maintien de l'ordre à l'occasion de la fête du Canada : Demandes d'aide temporaire, protocoles d'entente et nomination d'agents spéciaux

Ce point est présenté à la Commission aux fins de ratification après l'approbation des ententes en juin 2024, en vertu des pouvoirs délégués par la président et le vice présidente.

Que la Commission de service de police d'Ottawa approuve:

- 1. la nomination de 44 constables spéciaux de la GRC dans le cadre de l'aide fournie au Service de police d'Ottawa pour le maintien de l'ordre le jour de la fête du Canada. (conservés dans les dossiers du directeur exécutif par intérim)**
- 2. une demande d'aide temporaire du Service de police de Simcoe Sud pour la fête du Canada. (conservés dans les dossiers du directeur exécutif par intérim)**
- 3. six protocoles d'entente avec la GRC et les services de police de Belleville, de Kingston, de London, de Waterloo, et de Simcoe Sud quant à l'aide pour le maintien de l'ordre le jour de la fête du Canada (conservés dans les dossiers du directeur exécutif par intérim).**

8.4 Renouvellement de l'entente entre la Commission de service de police d'Ottawa et Carleton University, programme spécial des constables

Rapport du chef

Que la Commission de service de police d'Ottawa :

- 1. Approuver l'accord révisé pour la poursuite du programme de gendarme spécial de Carleton University selon les conditions de la Loi sur la sécurité communautaire et la police pour une durée de 5 ans se terminant le 30 juin 2029.**
- 2. Déléguer le pouvoir au président et à la vice-présidente pour approuver les nominations d'agents spéciaux en vertu de la présente entente. Tout exercice de ce pouvoir délégué fera l'objet d'un rapport lors de la prochaine réunion ordinaire de la Commission, qui sera ratifié dans le cadre du procès-verbal.**

8.5 Rapport d'étape de la stratégie DRIVE2 2023-2025 du service de police d'Ottawa

Rapport du chef

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

8.6 Rapport annuel de l'emploi de la force - 2023

Rapport du chef

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

8.7 Rapport sur les plaintes – Loi sur les services policiers, Loi sur la sécurité

communautaire et les services policiers et Loi sur l'unité des enquêtes spéciales :
deuxième trimestre de 2024

Rapport du chef

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

8.8 Plan de mise en œuvre de la stratégie du CORE et du centre des opérations de quartier

Rapport du chef

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

8.9 Rapport d'étape des services juridiques – deuxième trimestre de 2024

Rapport de l'avocat de la Commission

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

8.10 Demandes, requêtes et directions de la Commission en suspens : rapport pour juillet 2024

Rapport du directeur exécutif par intérim

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

8.11 Lettres de mention élogieuse: juillet 2024

Rapport du chef

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

9. Autres questions

10. Points à débattre à huis clos

Conformément à l'article 44 de la Loi de 2019 sur la sécurité communautaire et les services policiers, la Commission de service de police d'Ottawa tiendra une réunion à huis clos avant la réunion publique pour discuter des sujets suivants :

1. Mise à jour opérationnelle concernant les événements majeurs et les manifestations
2. Renouvellement d'un bail confidentiel
3. Rapport du Comité des plaintes

4. Question de relations de travail
5. Rapport d'étape des services juridiques – deuxième trimestre de 2024
6. Rapport de l'Unité des relations de travail : deuxième trimestre de 2024
7. Question de relations de travail
8. Question de relations de travail
11. Levée de la séance
12. Prochaine réunion

Réunion ordinaire – lundi le 23 septembre 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

OTTAWA POLICE SERVICES BOARD
110 Laurier Avenue West
Ottawa, Ontario, K1P 1J1
Tel: (613) 560-1270, Fax: (613) 580-2728
Ottawapoliceboard.ca



**COMMISSION DE SERVICES POLICIERES
D'OTTAWA**
110, avenue Laurier ouest
Ottawa, Ontario, K1P 1J1
Tél: (613) 560-1270, Télécopieur: 580-2728
Ottawapoliceboard.ca

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

OTTAWA POLICE SERVICES BOARD
110 Laurier Avenue West
Ottawa, Ontario, K1P 1J1
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110, avenue Laurier Ouest
Ottawa, Ontario K1P 1J1
Tél : 613-560-1270, Télécopieur : 613-580-2728
Ottawapoliceboard.ca

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 Service Board

Minutes

Meeting #: 103
Date: June 24, 2024
Time: 4:00 pm
Location: Electronic Participation

Present: Chair: Salim Fakirani, Mayor Mark Sutcliffe, Vice Chair: Marty Carr, Dave Donaldson

Absent: Councillor Cathy Curry, Michael Doucet, Peter Henschel

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

That the Ottawa Police Service Board confirm the agenda of the 24 June 2024 meeting.

Carried

3. Confirmation of Minutes

3.1 Minutes #101 of 27 May 2024

That the Ottawa Police Service Board confirm Minutes #101 of the 27 May 2024 meeting.

Carried

4. Committee Meetings: Reports from Committee Chairs & Minutes

4.1 Policy and Governance - Draft Minutes #18 of 17 May, 2024

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

Received

5. Declarations of Interest

No Declarations of Interest were filed.

6. Public Delegations

- 1- Robin Browne
- 2- Briana Fayad (did not speak as she was unable to attend)
- 3- Bruce Baker (did not speak due to connection problem)
- 4- James Adair
- 5- Susan Khazaeli
- 6- Erica Englert
- 7- Roberto Lima
- 8- Anya Fraser
- 9- Jennifer O'Neil
- 10- Amela Bojjic

Public delegations spoke about Lowertown's crisis and violence, the management of pro-Palestinian demonstrations in the streets and at the university of uOttawa, Sandy hill safety issues including the use of drugs, vandalism, break-ins, illegal drugs use, trespassing, sex crimes and violence in a residential area Ottawa Centre 454.

Asked whether By-law officers' responsiveness, delegate Susan Khazaeli said that By-law officers are reluctant to act and don't feel safe unless accompanied by Police officers who are often unable to assist because they are short-staffed.

The Service noted that the new CORE strategy will help address some of those problems and they are moving in the right direction.

The Board also received 6 written submissions. Four of these related to the policing of the CANSEC event. One submission related to the Board's role in community safety and well-being planning and the final one related to the processing of criminal harassment reports.

7. Inquiries

There were no Inquiries.

8. Items of Business

8.1 Chair's verbal report

Chair's report

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

Received

8.2 Chief's verbal report

Chief's report

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

Received

8.3 10-Year Traffic Stop Race Data Collection Report

Chief's report & Presentation

When asked how realistic the commitments to complete all steps are, including the training of members and upskilling them, while noting that they had a great relationship with CEC, the Service acknowledged that this would be a heavy lift. The Service is committed to allocate more resources to make a real change.

With regards to the training for OPS's members, the foundations exist, and they are continuing to build on that. The key challenge is implementing the report's recommendations within the new district model.

A Member noted that the study was a good basis for moving forward even though there are some disconcerting results. One of the components is that officers were encouraged to record if they knew the race of the individual before the stop. The researchers clarified that the interaction with the officer doesn't just happen at t1 but unfolds beyond the traffic stop. Focusing on racial disparities in traffic stops is not conducive to a better understanding of the importance of the entire encounter.

A concern was raised with regard to use of force data and the Service was asked if there was a way to leverage this work by drawing implications on use of force. The Service said that a different group of community representatives is currently examining the use of force data. They Service and community partners will look at the two data sets separately but CEC will amalgamate this into a single standard to address disproportionality across the board.

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

Received

8.4 Agreement Renewal Between the Ottawa Police Service Board and the City of Ottawa Transit Services, Special Constable Program

Chief's report

That the Ottawa Police Service Board approve the revised agreement for continuation of the City of Ottawa, Transit Services, Special Constable Program pursuant to the Community Safety and Policing Act for a 5-year term ending June 30, 2029.

Carried

8.5 Assistance in the provision of policing on Canada day 2024

Chief's report

That the Ottawa Police Service Board delegate authority to the Chair and Vice-Chair to approve:

1. **appointments of special constable status in relation to Canada Day 2024;**
2. **any requests for temporary assistance that are required by the Ottawa Police Service to secure resources from other police services to assist with the operational response to Canada Day, and sign any related memoranda of understanding pursuant to Board policy CR-17 "Major Events".**

Any exercise of this delegated authority will be reported out at the next regular meeting of the Board, to be ratified as part of the minutes.

Carried

8.6 Response to Inquiry I-24-01 - OPS' Summary of the Costs of Demonstrations In 2023

Chief's report

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

Received

8.7 Ottawa Police Service Annual Report: 2023

Chief's report

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

Received

8.8 Report on Special Investigations Unit - Investigation 23-OVD-111

Chief's report

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

Received

8.9 Professional Standards Unit: 2023 Annual Report

Chief's report

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

Received

8.10 2024-2027 Strategic Plan: Semi-Annual Report

Chief's report

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

Received

8.11 Outstanding Board Inquiries, Motions & Directions: June 2024 Report

Senior Policy Advisor's report

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

Received

8.12 Letters of Commendation: June 2024

Chief's report

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

Received

9. Other Business

10. In Camera Items

In accordance with Section 44 of the *Community Safety and Policing Act, 2019*, the Ottawa Police Service Board met in a closed session prior to the public meeting to discuss items pertaining to the following subject matter:

1. Update On Demonstrations and Event Management
2. Canada Day Briefing
3. Equipment Maintenance Contract
4. Labour Relations Matter
5. Request for Temporary Assistance for the National Canada Day Celebration
6. Personal Matter
7. Labour Relations Matter
8. Labour Relations Matter
9. Labour Relations Matter
10. Labour Relations Matter
11. Labour Relations Matter
12. Legal Matter
13. Legal Matter
14. Legal Matter
15. Legal Matter

16. Legal Matter

11. Adjournment

The meeting adjourned at 05:51 pm.

12. Next Meeting

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

DRAFT



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

Meeting #: 26
Date: June 27, 2024
Time: 12:30 pm
Location: Electronic Participation
Present: Councillor Cathy Curry, Councillor Marty Carr, Dave Donaldson

1. Confirmation of Agenda

With the Committee's consent, the agenda was amended to include an additional report titled: 2nd Quarter 2024 South Facility Project Update.

That the Ottawa Police Service Board's Finance and Audit Committee confirm the amended agenda of the 27 June 2024 meeting.

Carried as amended

2. Confirmation of Minutes

2.1 Minutes #25 of 9 April 2024

That the Ottawa Police Service Board's Finance and Audit Committee confirm Minutes #25 of the 9 April 2024 meeting.

Carried

3. Declarations of Interest

No Declarations of Interest were filed.

4. Items of Business

4.1 Budget 2025 Process Update

Presentation

The service gave a presentation on this item.

OPS noted that they will be looking to have feedback on the budget direction from the Board in the September regular meeting. The tabling of the budget is planned for November 13. Then it will be followed by intensive period of consultation. OPS is preparing an estimation of cost for the implementation of CSPA.

To answer a question about if the 18.9 in the report includes both stabilization and FTE, the Service clarified that they costed out the 25 new officers when they presented the staffing stabilization plan as well as from the growth. However, costs in relation to backfilling a WSIB position, or long-term leave positions are included in the maintained Services. The Service added that if the city for example will recommend a usage of 7% they will have to create more services because they will have more money. They already gave the best estimate that will help stabilizing their staffing.

OPS was directed to prepare a more detailed briefing note with some kind of recommendation on the use of fees, costs and background checks to the Board. they will provide the info to the Board to get direction on where they want those revenues to go.

A question came up about whether or not the assessment growth will be adjusted by having federal or provincial money/funds. OPS noted that those money have non set cost on the budget needs. They clarified that the money that is not received it yet or/ and the money they're applying for both through the federal government and the provincial government is for

new service provisions, so it has almost no if not, none offsetting costs on the base budget requests and needs. For instance, anything done in the Parliamentary precinct is net new services that need net new revenue streams and the same approach applies for the byward market as it will have new people in new positions with new revenue streams so they will not impact the budget. OPS added that once they publish their forecast they stick with the numbers. In 2025 they will produce a new year budget forecast.

OPS updated the Committee about its discussion with the Ontario Police College (OPC) to advocate for more seats. They had 28 seats on the last class but they secured extra 2 seats and hired 30.

The Committee noted that they will have more regular meeting with the Service in preparation for the budget.

A concern was raised that the community engagement survey does not reflect the growth for North African as that particular population are not categorized.

It was suggested to reinforce the survey to be categorized by ward and OPS noted that they will take this suggestion and try to implement it.

The presentation will be sent to committee members.

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

Received

4.2 2nd Quarter 2024 South Facility Project Update

The Service gave a presentation on this item.

With regards to contingency the Service noted that they are only at 1.5% which translates to about 120,000 of the \$8.5 million. Those changes predominantly as they are designing the B2 space which is the top floor for Corporate Support Services. They are doing calculations regarding the number of occupants that would be in that space and addressing any changes related to the air handling units.

To answer a question that relates to anticipating any supply chain issue, OPS said that that they asked the contractor to provide a summary of any items that they anticipate would be long lead like a Transformer due to the supply chain but those have transpired and now OPS have a window of opportunity to purchase the Transformer ahead of time. They continually look at the supply chain and nothing currently is trending that will throw things off schedule due to supply chain issues.

5. Other Business

6. Adjournment

The meeting adjourned at 1:31 pm.

7. Next Meeting

Thursday, September 5, 2024 - 1:00 PM

Report to / Rapport au:

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

22 July 2024 / 22 juillet 2024

Submitted by / Soumis par:

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

Contact Person // Personne ressource:

**Paul Burnett, Deputy Chief, Ottawa Police Service / Chef Adjoint, Service de
police d'Ottawa
BurnettP@ottawapolice.ca**

**SUBJECT: AGREEMENT RENEWAL BETWEEN THE OTTAWA POLICE SERVICE
BOARD AND CARLETON UNIVERSITY, SPECIAL CONSTABLE
PROGRAM**

**OBJET: RENOUELLEMENT DE L'ENTENTE ENTRE LA COMMISSION DE
SERVICE DE POLICE D'OTTAWA ET CARLETON UNIVERSITY,
PROGRAMME SPÉCIAL DES CONSTABLES**

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board:

- 1. Approve the revised agreement for continuation of the Carleton University, Special Constable Program under the terms pursuant to the Community Safety and Policing Act for a 5-year term ending June 30, 2029.**
- 2. Delegate authority to the Chair and Vice-Chair to approve appointments of special constables under this agreement. Any exercise of this delegated authority will be reported out at the next regular meeting of the Board, to be ratified as part of the minutes.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de service de police d'Ottawa :

- 1. Approuver l'accord révisé pour la poursuite du programme de gendarme spécial de Carleton University selon les conditions de la Loi sur la sécurité**

communautaire et la police pour une durée de 5 ans se terminant le 30 juin 2029.

2. **Déléguer le pouvoir au président et à la vice-présidente pour approuver les nominations d'agents spéciaux en vertu de la présente entente. Tout exercice de ce pouvoir délégué fera l'objet d'un rapport lors de la prochaine réunion ordinaire de la Commission, qui sera ratifié dans le cadre du procès-verbal.**

BACKGROUND

The Special Constable Program for Carleton University (CU) originated with its first MoU with the Ottawa Police Service Board (OPSB) in 1993. The intent of the Special Constable program is to supplement the duty of law enforcement provided by the OPS by undertaking tasks involving lower-level crime or activities that may require law enforcement but not necessarily response by a police officer. CU's Special Constables act as a visual deterrence to crime, mitigate risk, and reduce calls for service for campus-related incidents. CU Special Constables handle a significant number of public disorder and safety issues, patrol areas not normally enforced by the OPS, and provide enhanced security and enforcement.

CU Special Constables patrol on foot, on bicycles and in vehicles 24/7 and are committed to providing a professional, ethical and accountable service responsive to the needs of the Carleton community. The Program is based on community policing principles with a strong emphasis on crime prevention. CU Special Constables (Campus Safety Services) offer a number of safety related programs for employees, students, and visitors such as a Foot Patrol/Safe Walk Program, Working after Hours Program, and tailored safety planning. In addition, there are a number of crime prevention programs offered that are aimed at helping students protect their personal property and to feel safe on campus.

- <https://carleton.ca/safety/protect-yourself>
- <https://carleton.ca/safety/protect-your-property/>

The Carleton University Special Constable program has provided excellent and responsive security service at the University, reduced calls to the OPS, and has provided effective, mutual collaboration and organizational information-sharing. Processes are in place to ensure that the program is properly audited and fall under compliance with all current regulations. All reviews, to date, have established that the

program, now over three-decades old, provides added value to community policing for OPS and, indeed, for Carleton University.

The current Special Constable complement within CU's Campus Safety Services department consists of 26 sworn personnel – all specially trained to meet the unique challenges of securing an urban campus. Carleton University has 30,760 students including 3,604 resident students, and over 5,400 faculty and staff. It is one of eleven (11) universities and colleges in Ontario that provides a Special Constable Service.

In 2023, CU Special Constables responded to 18,009 calls for services, handled a total of 3,489 reports - 483 criminal reports and 296 provincial offences reports - for a five year total of 11,098 reports.

The new Community Safety and Policing Act (CSPA), 2019, S.O. 2019, received Royal Assent on March 26, 2019, and came into effect on April 1, 2024. The CSPA replaced the Police Services Act and includes, among other thing, regulations relating to special constables. Carleton University, which includes the Campus Safety Services department, has worked collaboratively with the Ottawa Police Service to revise the terms of the Memorandum of Agreement, formerly referred to as the MoU, to align with the new provisions of the CSPA and its supporting regulations, with regards to Special Constables.

In addition, many factors have changed since the original MoU was signed by the Board, and Carleton University has identified areas where additional authorities could be considered.

DISCUSSION

The Board, through the Community Safety and Policing Act, is given the responsibility to ensure that adequate and effective policing is provided in the area for which they have policing responsibility. As set out by the CSPA, the Board, through its oversight of the OPS, is responsible for providing services to Ottawa's communities in relation to:

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance
- Emergency Response

With regard to Carleton University, the Board's powers include the appointment of Special Constables, including those employed by authorized Special Constable Employers.

The Special Constables are sworn Peace Officers under a Memorandum of Understanding (MOU) with the Ottawa Police Service Board. The Special Constables provide public safety on Carleton University's campus, often the first on scene and working closely with police and other front line emergency services. The unit is focused on customer service, dedicated to ensuring the safety of students, faculty, staff, and visitors, in addition to protecting university assets.

The major roles and responsibilities, which are currently included in the Carleton University mandate, are summarized below:

- Protecting campus community members (students, faculty, staff, and visitors) and property
- Promoting public safety and awareness
- Partnership activities and projects
- Establishing service levels and standards for the program.

In meeting these responsibilities, CU's Special Constables conduct 24/7 patrols, attend calls for emergency service, investigate incidents and assist vulnerable community members, when in need.

The Board is specifically authorized, through the operation of Section 92 of the Community Safety and Policing Act, to authorize the appointment of Special Constables for specific terms, according to specific criteria.

CONSULTATION

Carleton University's Brian Billings - Executive Director Campus Safety Services, worked in consultation with City of Ottawa Legal Services, Ottawa Police Inspector Brian Samuel, as well as Ottawa Police Services legal counsel, Carleton University General Counsel and Ottawa Police Board legal counsel. Based on these consultations and legal reviews, the agreement aligns with the duties and responsibilities as outlined in the included agreement and in consideration of the CSPA requirements.

FINANCIAL IMPLICATIONS

There are no financial implications involved in renewing the Carleton University Special Constables Agreement (formerly MOU).

SUPPORTING DOCUMENTATION

Document 1 – Carleton University Special Constable Agreement

CONCLUSION

Based on the history of cooperation between Carleton University and the Ottawa Police Service, the appointment and designation of Special Constables have maximized the effectiveness of resource allocation for both agencies, strengthened crime prevention, and improved community safety on the university's campus.

Carleton University continues to be committed to community safety and security. It continues to research best practices on a local and a national level and continues to work with the OPS in calls for service analysis, joint-enforcement initiatives, and emergency-response strategies.

The purpose of this report is to recommend that the program under the revised agreement which includes the new requirements under the Community Safety and Policing Act be approved for a 5-year term expiring June 30, 2029.

Carleton University is fortunate to have an excellent working relationship with the OPS. The new agreement will enhance and continue to facilitate the partnership of the two agencies. Approval of this agreement will enable Carleton University Special Constables to undertake the scope of the new mandate.

We recommend that the Board approve the continuation of the Carleton University Special Constable Program for a term of 5 years ending June 30, 2029.

Agreement Regarding Special Constables

Between

The Ottawa Police Service Board

-and-

Carleton University

-and-

Ottawa Police Service

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THIS AGREEMENT MADE THIS 12th DAY JULY OF 2024

BETWEEN:

OTTAWA POLICE SERVICE BOARD

(hereinafter referred to as "the Board")

-and-

CARLETON UNIVERSITY

(hereinafter referred to as "the Special Constable Employer" or "the University")

- and -

OTTAWA POLICE SERVICE

(hereinafter referred to as the "Police Service")

WHEREAS the Board is responsible for the provision of police services and law enforcement in the City of Ottawa pursuant to the provisions of the *Community Safety and Policing Act, 2019*, S.O. 2019, c. 1, Sched. 1 (hereinafter, the "**Act**");

AND WHEREAS Carleton University, through the Board of Governors and President, is responsible for the governance and financial management and control of the University;

AND WHEREAS University Special Constables perform security functions on or in relation to the University properties and assets within the City of Ottawa;

AND WHEREAS University Special Constables were appointed as Special Constables by the Board pursuant to the *Police Services Act*, R.S.O 1990, c. P.15 and a Memorandum of Understanding between the University and the Board dated July 14, 2010;

AND WHEREAS the *Police Services Act*, R.S.O 1990, c. P.15 was repealed on April 1, 2024, and replaced with the *Act* with the appointments of existing University Special Constables being deemed to expire three years since the coming into force of the *Act*.

AND WHEREAS the Board will continue to have the power to appoint University Special Constables provided the University obtains and maintains the status of a Ministry of the Solicitor General (hereinafter referred to as the "**Ministry**") approved Special Constable Employer under the *Act* and enters into an Agreement with the Board that meets the requirements under the *Act*;

AND WHEREAS the University and the Board continue to develop a partnership whose objectives serve to ensure the safety and security of the citizens of Ottawa, specifically in relation to the University;

NOW THEREFORE, IN CONSIDERATION OF the mutual covenants set forth below, the parties agree as follows:

Definitions

1. Within this Agreement, the following definitions will apply;
 - a. "Act" refers to the *Community Safety and Policing Act, 2019*, S.O. 2019, c. 1, Sched. 1, including any regulations passed under it.
 - b. "Agreement" means this Agreement, including all appendices.
 - c. "Board" refers to the Ottawa Police Service Board.
 - d. "Certificate of Appointment" has the same meaning as Certificate of Appointment under the *Act* and is the Certificate of Appointment issued by the Board upon the Board appointing a particular University Special Constable.
 - e. "Executive Director" refers to the Executive Director, "Campus Safety Services".
 - f. "Chief of Police" or "Chief" refers to the Chief of Police of the Ottawa Police Service and will include a police officer designated by the Chief of Police to perform certain administrative functions.
 - g. "City" refers to the City of Ottawa.

- h. "Equipment" as used in this Agreement, means the equipment used by Special Constables in the performance of their duties.
- i. "President of the University " refers to the person appointed by the University to have overall executive authority for the Campus Safety Services.
- j. "Misconduct" in the case of a Special Constable means misconduct as set out under Section 195 of the *Act* and any applicable regulation.
- k. "Ministry" means the Ministry of the Solicitor General.
- l. "Police Service" means the Ottawa Police Service as maintained by the Board.
- m. "Peace Officer" means a Peace Officer as defined under the *Criminal Code* and includes a University Special Constable employed for the preservation and maintenance of the public peace.
- n. "Special Constable" means a University employee appointed as a Special Constable under the *Act*, except where the context reflects that it simply means a *Special Constable* under the *Act*.
- o. "Special Constable Employer" in this Agreement means the status of the University, being authorized by the Solicitor General to employ University Special Constables appointed by the Board, and Campus Safety Services refers to the Campus Safety Services.
- p. "University Vehicle" means a vehicle owned by or leased or under contract to the University for use as a patrol vehicle.

Term, Termination, and Amendments

- 2. This Agreement will commence on the date of execution above for a period of sixty (60) months.
- 3. During the term of this Agreement, any proposed Special Constable appointment will have a term of appointment which ends on the same date as the expiry of this Agreement.
- 4. Not less than ninety (90) days prior to the expiry of this Agreement, the parties will engage in a process of program review and candidate consideration for renewal of existing Special Constable appointments. The Executive Director will put forward a recommendation to the Chief and the Board for consideration with respect to the process of renewal.
- 5. This Agreement may be terminated by the Board or the Special Constable Employer by the party providing the other party with written notice of intention to terminate the Agreement ninety (90) days prior to the date of termination. Upon termination initiated by the operation of this section, the Board will notify all Special Constables that it intends

to suspend their appointment. Any suspension of appointment shall be in accordance with the *Act*.

6. If this Agreement is breached by the Special Constable Employer and such breach is not rectified to the satisfaction of the Board within thirty (30) days after notice of such breach is given by the Board to the Transport Services, the Board may:
 - a. Suspend or terminate the appointment of any Special Constable or Special Constables, either individually or collectively as the case may be, subject to the doing so in accordance with the *Act*; or
 - b. Terminate this Agreement.
7. If any Special Constable breaches this Agreement, the Board may suspend or terminate their appointment, subject to doing so in accordance with the *Act*.
8. The Parties may periodically review this Agreement and propose any amendment at any time. Any amendment, including alteration, renewal, or addition, must be in writing and signed by the Parties.

Designates

9. For the purposes of the administration of this Agreement, the Board shall designate the Chief of Police to perform some or all of the Board's administrative functions under this Agreement.
10. For the purposes of the administration of this Agreement, the Special Constable Employer shall designate the President of the University, or his/her designate to perform some or all of the Special Constable Employer's administrative functions under this Agreement.
11. Subject to Section 9 of this Agreement, the Chief of Police shall designate one officer as his/her designate, with respect to the day-to-day administration of this Agreement, and will advise the President of the University of the appointment.
12. Subject to Section 10 of this Agreement, the President of the University shall designate the Executive Director as his/her designate with respect to the day-to-day administration of this Agreement and will advise the Chief of Police of the appointment.

Special Constable Employer Status and Certificates of Appointment

13. The Special Constable Employer shall obtain and maintain from the Solicitor General authorization under the *Act* to employ Special Constables.

14. The Parties agree that, in accordance with paragraph 3(i.) of Section 7 of O. Reg. 396/23, the terms and conditions that form part of a Special Constable's Certificate of Appointment regarding the types of incidents which the Special Constable may respond to, and any investigations they may undertake, shall only be those specified under this Agreement, including the sections: Powers and Responsibilities of Special Constables and Geographic and other Limitations.
15. The President of the University or Designate shall notify the Board and the Chief upon obtaining authorization as a Special Constable Employer under the *Act* and provide the Board and the Chief with notice of any amendments to its Special Constable Authorization, and the Board shall make any necessary amendments to Special Constable Certificates of Appointment under the *Act*.

Qualifications for Appointment of Special Constables

16. Prior to proposing a candidate for appointment as a Special Constable, the Special Constable Employer shall ensure that all candidates for appointment meet all its own internal selection policy and process requirements for employment, the requirements under the *Act* and related regulations, the requirements of this Agreement including Appendix A of this Agreement and any criteria identified by the Chief of Police or the Board pursuant this Agreement.
17. The Special Constable Employer shall ensure existing employees of the Campus Safety Services who have been put forward as candidates for appointment as of the date of execution of this Agreement have complied with Steps 1, 2, 4, 5, 6, and 7 of Appendix A to this Agreement.
18. The Special Constable Employer shall conduct, at its own expense, for each applicant, such background investigations and tests as the Chief of Police or the Board requires to determine the suitability of the applicant to be appointed as a Special Constable.
19. The Special Constable Employer shall not propose a candidate for appointment as a Special Constable if the results of the background investigations for that candidate are unsatisfactory to the Special Constable Employer or if that applicant has failed to meet any other Special Constable Employer requirements.
20. Every candidate for the renewal of a Special Constable appointment will be required to meet the standards for the background investigation procedures in Steps 4, 5, 6 and 7 of Appendix A of this Agreement. The steps referred to may change from time to time in accordance with changes in legislation or Board or Special Constable Employer policy.

21. Pursuant to Section 92(11) of the Act, a Special Constable's appointment shall be immediately terminated, without notice and without an opportunity to respond, if they cease to be an employee of the Special Constable Employer.

Procedure for Appointment of Special Constables

22. The Special Constable Employer shall forward to the Chief of Police, in respect of each candidate that it is proposing for appointment or renewal of appointment, all documents in support of the application, including:

- a. Confirmation that the candidate meets all the requirements for appointment as a Special Constable as set out under the Act;
- b. The results of the background investigations and tests referred to above and in Appendix A;
- c. Fully executed waivers and consent forms completed by the candidate to authorize any further background investigations which the Chief of Police might require; and
- d. Written confirmation of the candidate's successful completion of the training that is required under Subsection 92(1)(f) of the Act and the curriculum that forms part of this Agreement (Appendix E).

23. The Chief of Police may request such further or other information as the Chief may reasonably require with respect to a candidate, and the Special Constable Employer shall use its best efforts to provide such information.

24. The Special Constable Employer undertakes that all information provided to the Board and the Chief of Police regarding a candidate shall be true, accurate, and reliable to the best of the Special Constable Employer's knowledge. During the selection process, the Special Constable Employer shall require each candidate to attest to the truthfulness and accuracy of the information provided.

25. The Chief of Police shall review the application packages for all candidates for appointment as a Special Constable prior to forwarding them to the Board. The Chief of Police will advise the Board and the Special Constable Employer whether the Chief is of the view that the candidate meets all the requirements for appointment.

26. The Board, in its discretion, may appoint as Special Constables under the Act, person(s) who meet the requirements set by the Special Constable Employer, the Act and as set out in this Agreement.

27. The Board shall not appoint a candidate as a Special Constable if the candidate does not meet all of the requirements for appointment, including the results of the tests, or the background investigations identified at Appendix A, for that candidate applicant.

28. The Board shall issue a certificate of appointment for all Special Constable Employer Special Constables in a form which is in accordance with the requirements of the *Act*, including the incorporation of any terms and conditions of the Special Constable Employer's authorization from the Solicitor General to employ Special Constables. Upon their appointment by the Board, the named Special Constable Employer Special Constables shall be identified as University Special Constables.
29. If any material misrepresentation or omission (whether the misrepresentation or omission is intentional or not) is discovered by the Chief of Police or the Board to have been made in connection with any applicant, including the answers supplied to the background inquiries and tests referred to above, whether or not the Special Constable Employer was aware of the misrepresentation or omission at the time of making the request for appointment or providing the information to the Board or Designate, the Board will consider whether to terminate the appointment of that Special Constable or take any other permitted action, subject to doing so in accordance with the *Act*.
30. All expenses associated with the application and appointment process shall be borne by the Special Constable Employer.
31. Special Constables, if any, employed by the Special Constable Employer on the date of execution of this Agreement shall continue as Special Constables for the duration of the term of their appointments and are subject to the terms and conditions of this Agreement.

Notice of Termination of Employment

32. The Special Constable Employer shall forthwith advise the Board and the Chief of Police, in writing, when a Special Constable is placed on a leave of absence, with or without pay, for the purposes of investigating any allegation which could reasonably be regarded as misconduct pursuant to the *Act*, the regulations or otherwise.
33. The Special Constable Employer shall forthwith advise the Board and the Chief of Police, in writing, when an individual ceases to be employed as a Special Constable or is suspended from duties, with or without pay, as a result of any disciplinary action respecting their performance of duties as Special Constables or a failure to meet any of the requirements for Special Constables pursuant to the *Act*, the regulations, or this Agreement.

Special Constable Support Staff

34. The Special Constable Employer shall ensure Special Constable Support Staff are hired in accordance with the requirements and process set out under Appendix B under this Agreement.

Training

35. The Special Constable Employer is, and shall remain, responsible for the training of applicants as Special Constables in accordance with the *Act* and training standards specified by the Chief of Police or the Board, as described in Appendix E, as modified, from time to time with the approval of the Board and the Chief of Police.
36. Every applicant shall be trained, and every Special Constable shall remain trained, qualified, and current in all components of the use of force, powers, duties, and responsibilities in accordance with the *Act* and training standards specified by the Chief of Police or the Board as described in Appendix E. The Board shall inform the President of the University or designate of changes and updates to the training standards, and the Special Constable Employer shall forthwith provide such modified or additional training for its applicants as Special Constables.
37. All costs and expenses associated with the initial training of applicants and further or additional or maintenance training of Special Constables shall be the responsibility of the Special Constable Employer.
38. Subject to any requirements under the *Act*, upon the recommendation of the Chief of Police, the Board, in its sole and unfettered discretion, may partially or wholly exempt a Special Constable candidate from some of, or all, the training specified under the terms of this Agreement. In all cases, there must be satisfactory written confirmation that the candidate has successfully completed such training.

Powers and Responsibilities of Special Constables

39. Subject to the limitations set out in the *Act* and this Agreement and for the purpose of carrying out Special Constable duties under this Agreement, the Board shall confer the following powers and responsibilities on Special Constables that may be included in Special Constable Certificates of Appointment:
 - a. The powers of a police officer under statute listed in column 1 below and corresponding purposes and for the purposes set out opposite in column 2:

| 1- Powers of a Police Officer Under Statutes and Corresponding Purposes: | 2- Purposes for Which a Person May Act as a Special Constable: |
|---|--|
| <p>For purposes set out in paragraphs 1, 2, 3, 6, 9, 10 or 11 in column 2:</p> <ul style="list-style-type: none"> - <i>Cannabis Control Act</i> - <i>Liquor Licence and Control Act, 2019;</i> - <i>Mental Health Act;</i> - <i>Provincial Offences Act;</i> - <i>Safe Streets Act, 1999;</i> - <i>Smoke-Free Ontario Act;</i> - <i>Trespass to Property Act; and</i> <p>For purposes set out in paragraphs 1, 2, 3, 9, 10 or 11 in column 2: <i>Youth Criminal Justice Act (Canada).</i></p> <p>For purposes set out in paragraphs 4, 5 or 7 in column 2:</p> <ul style="list-style-type: none"> - <i>Courts of Justice Act</i> - <i>Provincial Offences Act;</i> | <ol style="list-style-type: none"> 1. Providing security in relation to the premises of the Special Constable Employer. 2. Assisting police officers or First Nation Officers in performing policing functions in relation to the premises of the Special Constable Employer, including assisting with investigations into criminal offences or missing persons. 3. For the purposes of paragraph 2, assisting with investigations may include: <ol style="list-style-type: none"> i. Interviewing members of the public regarding alleged offences or missing persons, ii. Detaining, arresting or releasing individuals while acting under the direction of a police officer or First Nation Officer, iii. Securing or preserving evidence under the direction of a police officer or First Nation Officer, iv. Seizing or storing evidence under the direction of a police officer or First Nation Officer, v. Securing crime scenes, and vi. Storing or processing evidence under the direction of a police officer or First Nation Officer. 4. Preparing and serving summonses or other legal documents. 5. Executing warrants or other court orders on the premises of the Special Constable Employer. 6. Laying charges while acting under the direction of a police officer or First Nation Officer. 7. Swearing informations. 8. Directing traffic on the premises of the Special Constable Employer. 9. Subject to paragraph 10, performing law enforcement functions in relation to an incident on the premises of the Special Constable Employer while not acting under the direction of a police officer or First Nation Officer. 10. A Special Constable performing law enforcement functions in relation to an incident in accordance with paragraph 9 shall transfer responsibility for law enforcement functions in relation to the incident to a member of the police service responsible for the area in which the incident occurred, <ol style="list-style-type: none"> i. Promptly where a person has been arrested or detained, |

| | |
|--|--|
| | <ul style="list-style-type: none"> ii. In relation to an investigation, other than an investigation into a breach of a municipal by-law or a provincial offence that may be prosecuted under Part I of the Provincial Offences Act, after interviewing any involved persons and collecting any evidence that may be collected without a warrant, and iii. In all other circumstances, in accordance with any requirements set out in the procedures governing the performance of the duties of Special Constables that are established pursuant to an agreement between the Special Constable Employer and the police service board or Commissioner, as applicable, that appointed the Special Constable. <p>11. Performing policing functions, other than law enforcement functions, that do not otherwise fall within a purpose for which the Special Constable may act as a Special Constable in relation to incidents that require a policing response and that occur on the premises of the Special Constable Employer, until members of a police service are able to respond to the incident.</p> |
|--|--|

b. The powers of a Peace Officer under the following provisions of the *Criminal Code*, R.S.C. 1985, c. C-46:

| Provision: | Section: |
|--|-------------------|
| Resist or Obstruct Peace Officer | Section 129 |
| Personating a Peace Officer | Section 130 |
| Obstructing Justice | Section 139 |
| Public Mischief | Section 140 |
| Escape Lawful Custody | Section 145(1) |
| Fail to Comply with appearance notice or summons | Section 145 (3) |
| Fail to Attend Court | Section 145 (2) |
| Failure to comply with order | Section 145(5) |
| Fail to Comply OIC Undertaking | Section 145 |
| Indecent Act | Section 173 |
| Cause Disturbance | Section 175 |
| Common Nuisance | Section 180(1) |
| Interfering with transportation facilities | Section 248 |
| Uttering Threats | Section 264.1 |
| Assault | Section 266 |
| Assault With a Weapon <i>*Special Constables must consult with the OPS General Investigations prior to laying any assault with a deadly weapon charge.</i> | Section 267(a) |
| Assaulting a Peace Officer | Section 270 |
| Theft Over and Under \$5,000 | Section 334(a)(b) |

| | |
|---|-------------------|
| Possession of Property Obtained by Crime | Section 354(1) |
| False Pretences Under \$5,000 | Section 362(2)(b) |
| Uttering a Forged Document | Section 368 |
| False Information | Section 372(1) |
| Harassing Communications | Section 372(3) |
| Fraud Under \$5,000 | Section 380(1)(b) |
| Fraud in Relation to Fares | Section 393(3) |
| Personation | Section 403 |
| Mischief Under \$5,000 | Section 430(4) |
| Mischief Over \$5,000 | Section 430(3) |
| False Alarm of Fire | Section 437 |
| Fail to Comply with Probation Order | Section 733.1 |
| Fail to Comply with Recognizance | Section 811 |
| Arrest without warrant by a peace officer | Section 495 |

- c. The powers of a Peace Officer under the offences listed in Sections 4(3), 4(4), 4(6), and 5(1) of the *Controlled Drugs and Substances Act*, S.C. 1996, c.19.
- d. The powers of a Peace Officer under the *Child, Youth and Family Services Act*, 2017, S.O. 2017, c.14, Sched. 1, as amended, Sections 83(4), 136(5), 172(1) (2).
- e. The powers in a.) above with respect to the *Liquor License & Control Act*, 2019, S.O. 2019, c.15, Sched. 22 shall be with respect to Sections 31, 42, 46, 47, 61, and 62.
- f. The powers in a.) above with respect to the *Mental Health Act*, R.S.O. 1990, c. M.7, shall be with respect to Sections 16, 17, 28 and 33.3(3).
- g. The powers in a.) above with respect to the *Safe Streets Act*, 1999; S.O. 1999, c.8, shall be with respect to Section 6.
- h. The powers in a.) above with respect to the *Trespass to Property Act*, R.S.O. 1990, c. T-21, shall be with respect to Sections 9(1), 9(3), 10.
- i. The powers in a.) above with respect to the *Cannabis Control Act*, 2017, S.O. 2017, c. 26, Sched., shall be with respect to sections 12(3), 14, 16, 17(1), 17(2), 17(3) and 19.

40. Nothing in this Agreement shall serve to limit the Peace Officer authorities of Special Constables to arrest without warrant, at Common Law or under Section 495 of the *Criminal Code* of Canada.

41. In carrying out their duties under this Agreement, Special Constables shall follow the enforcement procedures agreed to by the Special Constable Employer and the Board.

Geographic Jurisdiction and Other Limitations

42. The geographic jurisdiction of Special Constables is restricted to:
- a. All properties and facilities under the control of the Special Constable Employer;
 - b. The City
 - i. If an incident occurs on or in relation to the Special Constable Employer assets referred to in Subsection 42(a) above.
 - ii. For the purposes of the possession of Equipment identified in this Agreement, which but for the Special Constable designation would constitute a criminal offence.
43. Subject to further restrictions or modifications imposed by the Board through its approval process or the Act and applicable regulations or the Special Constable Employer itself, the Special Constable Employer's Special Constables are specifically prohibited from:
- a. a. Carrying firearms;
 - b. Initiating or taking part in vehicle apprehension pursuits in any manner whatsoever; and
 - c. Using or carrying any Equipment not authorized under the Act, the regulations or this Agreement.
44. Special Constables are prohibited from identifying themselves as Police, Police Officers, Police Constables or as employees or members of the Police Service.
45. The President of the University shall ensure that Special Constables refrain from using or displaying any identification issued by, or the property of, the Police Service or the Board without the prior written consent of the Chief of Police and the Board.

Equipment and Uniforms

46. The Special Constable Employer shall supply Special Constables with uniforms that meet all applicable requirements under the Act and the regulations.
47. The Equipment approved for use by Special Constables is set out in Appendix C to this Agreement.
48. All Equipment and uniforms will be issued to Special Constables by, and shall be paid for by, the Special Constable Employer after consultation with the Board and the Chief of Police. All Special Constable Equipment shall comply with all the conditions, legislation or regulations imposed by the Act and the regulations.

49. No material change or modification in any Equipment will be made, or additional Equipment issued to Special Constables by the Special Constable Employer without the prior written approval of the Board and the Chief of Police.

Policies, Procedures, Standards, and Rules

50. Police Service policies, procedures, standards and rules applicable to the duties and responsibilities of Special Constables, including any directives or policies governing any Special Constables appointed by the Board, in effect as of the date of the execution of this Agreement, shall be forwarded to the Special Constable Employer on or before the date of execution of this Agreement.
51. The Police Service shall consult with the Special Constable Employer with respect to any changes in policies, procedures, standards, and rules referred to in Section 50 of this Agreement. The Police Service shall forward copies of any such change to the President of the University or designate upon their enactment by the Police Service.
52. The Special Constable Employer law enforcement policies, procedures, rules and standards relating to Special Constables will be provided to the Chief of Police prior to the date of the execution of this Agreement. The President of the University or Executive Director shall forward copies of any changes to the Chief of Police upon their enactment by the Special Constable Employer.
53. The Special Constable Employer shall consult with the Board and the Chief prior to changing its;
- a. Enforcement policies or enforcement rules;
 - b. Standard operating procedures;
 - c. Reporting protocols;
- and shall forward copies of any such change to the Chief upon their enactment by the Special Constable Employer.
54. In accordance with Ontario Regulation 396/23, the Special Constable Employer shall have:
- a. A records management system that provides for the storage, retrieval, retention, manipulation and archiving of information pertaining to the activities of Special Constables performed for the Special Constable Employer.
 - b. Procedures governing the performance of the duties of Special Constables employed by the Special Constable Employer.
 - c. Procedures for obtaining assistance in an emergency from the Police Service that have been approved by the Board and the Chief.

55. The Special Constable Employer shall adopt the Special Constable Code of Conduct that all Special Constables must comply with as outlined under Ontario Regulation 410/23.
56. The Special Constable Employer shall adopt a system, which includes written procedures, for supervising and evaluating, on a regular basis, the exercise of the Special Constable's powers and the overall performance of their duties.
57. The Special Constable Employer shall adopt Police Service policies, procedures, standards and rules applicable to the duties and responsibilities of Special Constables, including any directives or policies governing any Special Constables appointed by the Board, in effect as of the date of the execution of this Agreement, shall be forwarded to the Special Constable Employer on or before the date of execution of this Agreement.
58. The Special Constable Employer shall adopt a disciplinary procedure regarding all matters related to the exercise of the Special Constable's authority and the performance of their duties, whether these matters arise as a result of external complaints or from the internal supervision of the Special Constable.

Confidentiality

59. For the sole purpose of carrying out their duties under this Agreement, Special Constables may be provided by the Police Service with such confidential police information requested by them, subject to the unfettered discretion of the Board or the Chief of Police to refuse to provide some or all such information. The Police Service Communications Centre shall be the main point of contact to obtain confidential police information. The Police Service CPIC unit shall be the main point of contact for querying CPIC records, per the CPIC Proxy Agreement between the Police Service and the Special Constable Employer.
60. The Special Constable Employer will respect the confidential nature of the information referred to in section 59 of this Agreement and shall comply with the applicable provisions of the *Municipal Freedom of Information and Protection of Privacy Act*, the *Act, Freedom of Information and Protection of Privacy Act* and the applicable policies of CPIC and the Chief and the Board in this regard.
61. All confidential information received by one Party from the other Party will be held in the strictest of confidence and shall not be subsequently disclosed, in accordance with applicable policies, procedures, and rules or the express consent of the Party that supplied the information.

62. The Special Constable Employer shall ensure that their Special Constables strictly maintain the confidential nature of the information referred to in this Agreement and, in addition, shall comply with all Special Constable Employer and City privacy policies in this regard. Any breach of this provision may constitute misconduct and be subject to investigation pursuant to the provisions set out below.
63. As a condition of designation as a Special Constable, each individual must swear or affirm an oath of office and an oath of secrecy in accordance with the oath that is prescribed in Ontario Regulation 416/23. Any Special Constable Employer employee not designated as a Special Constable but whom, as a function of their job description, may come into possession of information provided by the Police Service and other law enforcement agencies, will be required to swear an appropriate oath of secrecy prior to receiving any such information.
64. The Special Constable Employer will put physical security measures in place to ensure that information provided by the Police Service, and the RCMP, as a function of this Agreement, is restricted from access by unauthorized personnel.
65. The parties acknowledge that they are both subject to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) or similar acts and shall comply with all applicable privacy requirements under MFIPPA or any similar acts.
66. The Parties acknowledge that they are both subject to the access to information requirements and processes under MFIPPA or similar acts. In the event one party receives a request for a record originally produced by the other party or receives a request for a record for which the other party received first, the parties shall consult with one another, transfer, or forward the request in accordance with the processes set out under MFIPPA or any similar acts.
67. Sections 59 through to 67 shall survive the termination of this Agreement.

Transportation of Persons to be Detained

68. Persons arrested by Special Constables whose continued detention is lawful shall be turned over to the custody of a Police Service police officer as soon as practicable.
69. If the Police Service determines it is not practical for a Police Officer to attend the scene and take custody of the person under arrest and in the custody of the Special Constable, the arresting Special Constable will telephone the Police Service Central Cellblock Unit Sergeant and seek direction.

Seizure of Property

70. Property seized as evidence by Special Constables, including from persons in custody, shall be turned over to the Police Service immediately if the Police Service is holding the person from whom it was seized in custody, or if the Police Service is taking over the investigation of the offence.
71. Property seized as evidence by Special Constables, from persons in custody, in circumstances in which the investigation of a criminal offence has not resulted in a mandated response from the Police Service, as provided for in Appendix D, shall be marked in accordance with established standards, having regard for evidence continuity standards established by the Courts and shall be stored in an approved locker and holding room.
72. Property seized as evidence by Special Constables, from persons subject to prosecution under the *Liquor License and Control Act*, will be sealed in accordance with Police Service policies having regard for evidence continuity standards established by the Courts
73. Property seized in accordance with sections 70 through to 72 that is not turned over to the Police Service shall be the sole responsibility of the Special Constable Employer for ensuring continuity and appropriate disposal, including the return of seized property or evidence.

Reporting Requirements

74. The Special Constable Employer shall comply with the reporting requirements under this Agreement, including Appendix D, including reporting the types of incidents that Special Constables respond to and the types of investigations they undertake as required under paragraph 3(ii) of Section 7 of Ontario Regulation 396/23.
75. The Special Constable Employer will establish standards that will result in the statistical recording of the exercise of any conferred authority by Special Constables.
76. In accordance with the standards for Use of Force for the Police Service, the Special Constable Employer shall require that Special Constables complete a Use of Force report on every occasion that Use of Force options beyond physical control and handcuffing are exercised and that report will be submitted to the Chief of Police for review by the Police Service Professional Development Centre for training purposes.
77. The Special Constable Employer shall ensure that all incidents of a criminal nature, if not responded to by Police Service personnel, are made the subject of a report and submitted, in a timely manner, to the Police Service in a format compatible with the Police Service Records Management System.
78. The Special Constable Employer will forward to the Chief of Police a written report detailing all arrests, occurrences, complaints, and use of force incidents that are serious or newsworthy that Special Constables have been involved in within the previous twenty-

four (24) hour period. The report should include the badge number of any member of the Police Service consulted by, or giving direction to, Special Constables.

79. On a quarterly basis, the Special Constable Employer shall provide the Board and the Chief with a written summary of incidents of interest, incidents involving the exercise of authorities conferred as a result of Special Constable designation and incidents involving Special Constables' Use of Force.
80. The Special Constable Employer shall provide to the Board and the Chief an annual report with statistical information, including but not limited to information regarding enforcement activities, training, supervision, complaints, use of force and other issues of concern and such further categories of relevant information as may be requested by the Board or Chief from time to time.
81. At any time, if requested by the Board or the Chief, the Special Constable Employer shall report on any aspect of this Agreement, including its operation and administration, within the time specified in such request.

Accountability

82. The Special Constable Employer is accountable to the Board for all actions taken in relation to the exercise of the Special Constable powers granted by this Agreement.
83. The President of the University shall ensure compliance by Special Constables with the *Act*, the applicable Regulations thereunder, including those with respect to the Use of Force as well as compliance with the Special Constable Employer internal policies and procedures and all Police Service rules, policies, standards, and procedures applicable to the duties and responsibilities of Special Constables.
84. The Board shall comply with applicable Police Service Board obligations and duties under the *Act* and this Agreement including its role with respect to the appointment, suspension and termination of appointment of the Special Constable Employer Special Constables.
85. Special Constables shall comply with those provisions of the *Act*, including those with respect to the Use of Force. Special Constables shall further comply with all Special Constable Employer internal policies and procedures and all Police Service rules, policies, standards, and procedures applicable to the duties and responsibilities of Special Constables. This includes any directives or policies of the Police Service for any Special Constables appointed by the Board.
86. Nothing in this Agreement shall be construed to deem the Special Constable Employer employees who are either candidates for appointment or are Special Constables, to be employees of the Board or members of the Police Service.

Investigation of Complaints

87. Subject to Section 75 of this Agreement, all complaints concerning the conduct of one or more University Special Constables shall be investigated by the Special Constable Employer to determine whether the Special Constable's conduct constitutes misconduct, contravened the terms and conditions of the Special Constable's Certificate of Appointment, or contravened any provision of the Act.
88. If a complaint alleges conduct that may constitute criminal conduct by any person, the Special Constable Employer shall forthwith refer the complaint for investigation to the Chief of Police.
89. The Special Constable Employer shall investigate complaints and allegations of Misconduct by current and former Special Constable Employer Special Constable Unit employees in accordance with Appendix F and the provisions of the Act, including Ontario Regulation 411/23.
90. The Special Constable Employer shall publish notice on the Internet informing members of the public on how to make a complaint about the conduct of a Special Constable. The Executive Director will receive the written complaints and advise the complainant in writing of the outcome of the investigation.
91. The Board or the Chief shall notify the Special Constable Employer of any complaints it receives in relation to Special Constables and forward the complaint to the Special Constable Employer as required under Ontario Regulation 411/23.
92. The Special Constable Employer shall provide the Board and the Chief with the results of its complaints investigations:
 - a. Forthwith, if the Special Constable Employer finds Misconduct, including a breach of any provision of this Agreement, on the part of the Special Constable; or
 - b. Quarterly, if the Special Constable Employer finds no Misconduct on the part of Special Constables, together with copies of all investigative documentation, for the review by the Chief of Police or the Board.
93. In addition to any findings of Misconduct by Special Constables following a complaints investigation, the Special Constable Employer shall forward immediately to the Board and the Chief any information the Special Constable Employer receives or has in its possession concerning Misconduct or alleged Misconduct. This includes a breach of any provision of this Agreement by a Special Constable, whether allegedly committed before or after the date of his/her appointment as a Special Constable, occurring up to one year prior to the date of execution of this Agreement and from the date of execution of this Agreement forward.
94. If a Special Constable is found to have engaged in conduct that constitutes Misconduct, contravened the terms and conditions of their Certificate of Appointment or contravened

any provision of the *Act*, the Special Constable Employer shall take appropriate action to remedy the contravention as required by section 98 of the *Act*.

95. It is understood and agreed that the disciplinary measures imposed are at the sole discretion of the Special Constable employer. However, the Board may conduct its own analysis to determine if there has been a contravention of any conditions of the Certificate of Appointment that may result in suspension or termination of appointment.
96. The Board may suspend or terminate that Special Constable's appointment subject to the requirements of the *Act*.
97. The Special Constable Employer shall notify the Board and the Chief if there is any change to the employment status of a Special Constable or if it becomes aware of any information that might reasonably affect an assessment of whether the Special Constable meets the criteria for appointment as a Special Constable set out under the *Act*.

Insurance and Indemnification

98. During the term of this Agreement, the Special Constable Employer shall obtain and maintain in full force and effect, Commercial General Liability insurance issued by an insurance company authorized by law to carry on business in the Province of Ontario, providing for, without limitation, coverage for personal injury, public liability, and property damage. Such policy shall:
 - a. Have inclusive limits of not less than Five Million Dollars (\$5,000,000.00) for injury, loss or damage resulting from any one occurrence;
 - b. Contain a cross-liability clause endorsement of standard wording;
 - c. Name the Police Service, the Chief of Police of the Police Service, the Police Service Board, the Ministry of the Solicitor General as additional insured parties and, without in any way limiting the generality of the foregoing, with respect to any of the obligations under this Agreement, the provision of Services under this Agreement or any claim arising from the Special Constable Appointments;
 - d. names the Crown in right of Ontario as an additional insured party.
99. During the term of this Agreement, the Special Constable Employer shall provide and maintain in full force and effect motor vehicle liability insurance in respect to owned or leased licensed vehicles subject to a limit of not less than Two Million Dollars (\$2,000,000.00) inclusive per occurrence for bodily injury, death, and damage to property, including the loss of use thereof.
100. Each party (the "Indemnifying Party") shall indemnify, defend and hold harmless the other party (the "Indemnified Party"), its affiliates, and its respective officers, directors, employees, agents, and representatives from and against any and all claims, damages, losses, liabilities, judgments, settlements, costs and expenses (including reasonable legal costs) arising from or in connection with any breach of this Agreement.
101. Sections 87 to 100 shall survive the termination and expiry of the Agreement.

Notices

102. Notices under this Agreement shall be in writing and sent by registered mail, courier with signature for receipt or an encrypted email
103. Notices by registered mail, courier with signature for receipt or an encrypted email shall be deemed to have been received at the time of delivery or transmission.
104. In the event of an interruption in postal service, notice shall be given by personal delivery or an encrypted email.
105. Notices to the parties shall be sent to the following addresses:

Ottawa Police Service Board
474 Elgin Street
P.O. Box 9634 Station T
Ottawa, ON, K1G 6H5
Telephone: (613) 236-1222
Fax: (613) 236-9360

Chief of Police Ottawa Police Service
474 Elgin Street
P.O. Box 9634 Station T
Ottawa, ON, K1G 6H5
Telephone: (613) 236-1222
Fax: (613) 236-9360

Carleton University
Executive Director – Campus Safety Services
1125 Colonel By Drive
Ottawa, ON K1S 5B6
Telephone: (613) 520-2600 ext. 8534

And

General Counsel
1125 Colonel By Drive
Ottawa, ON K1S 5B6
Telephone: (613) 520-2600 ext. 4479
Email: steven.levitt@carleton.ca

106. The parties may at any time provide notice of a change in the name and/or contact information in Section 105.

Cooperation and Exchanges of Information

107. The Special Constable Employer and the Police Service shall seek out means of building a linked, mutually beneficial activity analysis capacity in order to effectively address issues related to community or employee safety on or in relation to the Special Constable Employer properties or assets.

108. The Board and the Special Constable Employer recognize the importance of and need for timely and appropriate exchanges of information and each party agrees to inform the other of material matters relevant to this Agreement as soon as practicable and in accordance with applicable statutes and regulations.

Waiver

109. The failure of a party to insist upon strict performance of a term of this Agreement on one or more occasions will not be construed as a waiver of its rights to require strict performance on further occasions; instead, all obligations shall continue with full force and effect.

Governing Law

110. This Agreement and the rights, obligations and relations of the parties shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal and provincial laws applicable therein. The parties agree that the Courts of Ontario shall have jurisdiction to entertain any action or other legal proceedings based on any provisions of this Agreement. The parties do hereby attorn to the jurisdiction of the Courts of the Province of Ontario.

Headings

111. The parties agree that the headings in the Agreement form no part of the Agreement and have been inserted for convenience of reference only.

References

112. Any reference in this Agreement to all or any part of any statute, regulation or rule shall, unless otherwise stated, be a reference to that statute, regulation or rule or the relevant part thereof, as amended, substituted, replaced or re-enacted from time to time.

IN WITNESS WHEREOF the parties have executed this Agreement on the date set out on the cover page.

SIGNED, SEALED AND DELIVERED

OTTAWA POLICE SERVICE BOARD Per:

Salim Fakirani
Chair

THE OTTAWA POLICE SERVICE Per:



Patricia Ferguson, A/Chief of Police
Ottawa Police Service

Carleton University Per:



President of Carleton University

APPENDIX A
Selection Criteria and Process for Appointing
Special Constables

The following criteria are those, which the Police Service considers as sufficient for consideration for appointment to the position of Special Constable. Nothing in this Appendix precludes the Special Constable Employer from adopting additional requirements, at its discretion.

Step 1 - Applicants must provide:

1. Proof of a valid Standard First Aid Certificate and valid CPR - Level C Certificate; and
2. The person has a minimum of a secondary school diploma or equivalent and/or meets the criteria as per the *CSPA* S. 92(1)(g)(h)(i) and satisfies any additional prescribed criteria.

Step 2 - Basic Criteria for applicants as set out in s. 92 of the Act:

1. Canadian Citizen or permanent resident of Canada;
2. At least 18 years of age;
3. Be of good moral character and habits, meaning that the Special Constable Employer is satisfied that the applicant is an individual other people would look upon as being trustworthy and having integrity;
4. Lawfully eligible to work in Canada;
5. Be physically and mentally able to perform the duties of the position, having regard to the applicant's own safety and the safety of members of the public;
6. Valid Ontario motor vehicle driver's license - class G, or equivalent from another Province;
7. Have not been convicted of a criminal offence or been convicted of an offence for which a pardon has been granted (NOTE: If applicants have "Findings of Guilt," which have resulted in absolute or conditional discharges, the records must be 'sealed' by the RCMP).

Step 3 - Interview (to be administered by the Special Constable Employer)

Note:-Note: Completion of Release Forms is necessary upon completion of the interview so that necessary information may be forwarded to the Police Service.

Step 4 - Fingerprints

Applicants shall be fingerprinted, and such fingerprints will be submitted to the RCMP for comparison against databases of persons convicted of criminal offences. The Police Service will retain those fingerprints for the purpose of the administration of the Special Constable Employer Special Constable program only.

Step 5- Background Investigation

All background investigations of applicants shall be completed by a Category 1 CPIC agency and will include the following checks:

1. Outstanding Charges;
2. Criminal Convictions;
3. Pardon - Sex Offences;
4. Police Service in-house records;
5. Other Policing jurisdiction in-house records where appropriate;
6. Law Enforcement Intelligence Indices; and
7. NCIC.

Step 6 - Driver's License History

This requirement shall be completed by the Special Constable Employer, and any cost associated shall be borne by the Special Constable Employer. The Special Constable Employer may impose a maximum allowable standard of accumulated demerit points.

Step 7 - Credit Check

This requirement shall be completed by the Special Constable Employer and any cost associated shall be borne by the Special Constable Employer. The Special Constable Employer will establish standards relative to financial status, that it may consider as having a potential to compromise the ability of a candidate to carry out the responsibilities of a Special Constable.

Step 8 - Background Reference Check

This step is administered by the Special Constable Employer and involves work and character reference verification.

Step 9 - Written MMPI

The requirement shall be completed by the Special Constable Employer and any cost associated shall be borne by the Special Constable Employer.

Step 10 - Interview with Psychologist

This requirement shall be completed by the Special Constable Employer, and any associated costs shall be borne by the Special Constable Employer.

Step 11 - Offer of Employment.

Step 12 - Recommendation to the Chief of Police or Designate for Special Constable Status.

Step 13- Chief of Police Recommendation of candidate to the Police Service Board.

Step 14 – Issuance of Certificate of Appointment by Police Service Board.

APPENDIX B
Screening Criteria and Process for Hiring of Special Constable Support Staff

The following criteria are those, which the Police Service considers as sufficient for consideration to assist Special Constables in their law enforcement duties and manage their systems. Support staff has access to secure law enforcement networks, dispatching, and sensitive data. Nothing in this Appendix precludes the Special Constable Employer from adopting additional requirements, at its discretion.

Step 1 - Basic Criteria for screening support staff:

1. Canadian Citizen or permanent resident of Canada;
2. Lawfully eligible to work in Canada;
3. At least 18 years of age;
4. Be physically and mentally able to perform the duties of the position, having regard to the applicant's own safety and the safety of members of the public;
5. Be of good moral character and habits, meaning that the Special Constable Employer is satisfied that the applicant is an individual other people would look upon as being trustworthy and having integrity;
6. Valid Ontario motor vehicle driver's license (class G), or equivalent from another Province if required for their position;
7. Have not been convicted of a criminal offence or been convicted of an offence for which a pardon has been granted;(NOTE: If applicants have "Findings of Guilt", which have resulted in absolute or conditional discharges the records must be 'sealed by the RCMP)

Step 2 - Interview (to be administered by the Special Constable Employer)

Note: Completion of Release Forms is necessary upon completion of the interview so that necessary information may be forwarded to the Police Service.

Step 3 - Fingerprints

Applicants shall be fingerprinted, and such fingerprints will be submitted to the RCMP for comparison against databases of persons convicted of criminal offences. The Police Service will retain those fingerprints for the purpose of the administration of the Special Constable Employer Special Constable program only.

Step 4 - Background Investigation

All background investigations of applicants shall be completed by a Category 1 CPIC agency and will include the following checks:

1. Outstanding Charges;
2. Criminal Convictions;
3. Pardon - Sex Offences;
4. Police Service in-house records;
5. Other Policing jurisdiction in-house records where appropriate;
6. Law Enforcement Intelligence Indices; and
7. NCIC.

Step 5 - Driver's License History

This requirement shall be completed by the Special Constable Employer, and any cost associated shall be borne by the Special Constable Employer. The Special Constable Employer may impose a maximum allowable standard of accumulated demerit points.

Step 6 - Credit Check

This requirement shall be completed by the Special Constable Employer (if required for the applicants position) and any cost associated shall be borne by the Special Constable Employer. The Special Constable Employer will establish standards relative to financial status, that it may consider as having a potential to compromise the ability of a candidate to carry out the responsibilities of a Special Constable.

Step 7 - Background Reference Check

This step is administered by the Special Constable Employer and involves work and character reference verification.

APPENDIX C
Equipment to be Issued to Special Constables

GENERAL

All Special Constables will be issued with the following personal equipment after completion of required training;

- 1 wallet badge, appropriate wallet, and Special Constable photo identification card.
- Soft body armour with appropriate carriers.
- 1 set of standard handcuffs with appropriate carrying case.
- 1 approved memo book and cover.
- 1 Policy and Procedures Manual.
- 1 spit hood.
- 1 temporary restraint device (TRD).
- 1 window hole punch.

WEAPONS

- 1 expandable baton with appropriate carrying case.
- 1 canister of Oleoresin Capsicum gel and appropriate carrying case.

VEHICLES

Provided that it is in accordance with the Special Constable Employer's policies, Special Constable vehicles are permitted to activate emergency lighting for purposes related to the execution of their authorities provided in section 37 of this Agreement and within the geographic limitations defined in Section 40 of this Agreement. Marking and decaling shall be of a high visibility style, clearly distinguishable from police vehicle markings.

Unmarked vehicles, although not decaled, will have a low-profile emergency lighting package sufficient to provide a high level of traffic safety and visibility when activated.

GENERAL

The following is a list of Equipment that is required as standard in all patrol vehicles:

The following is a list of equipment that is required as standard in all patrol vehicles:

- Electrical/Lighting console;
- Emergency lighting controls;
- Siren and airhorn controls;
- Water Rescue Kit;
- Two-way radio;
- P.A. system controls and horn;
- Security/Prisoner cage;
- Spotlight; (exception for unmarked)
- First aid equipment;
- Biohazard equipment;
- Fire extinguisher;
- Emergency road/traffic safety equipment (flares etc.);
- Mobile Display Terminal

Drugs Evidence Safe

The Police Service will provide and maintain a drug evidence safe within the Special Constables property and evidence room.

APPENDIX D
Procedure for Reporting Incidents and Investigations
to the Police Service and Guidelines for Special Constables

GENERAL

The Police Service, as provided for in the *Community Safety and Policing Act, 2019*, has primary responsibility for responding to calls for service on the Special Constable Employer assets and properties and nothing in this Agreement shall be interpreted to restrict the authority of the Police Service to address that responsibility.

For the purposes of clarity and to establish a reporting protocol that will serve to enhance the level of service provided to the residents of the City of Ottawa, the following guidelines have been established.

Special Constables have existing call response protocols to which they will continue to adhere and nothing in this Agreement shall be construed to restrict their exercise of discretion in requesting the assistance of the Police Service where that assistance is deemed to be necessary. Special Constables must consider public safety and their own personal safety as paramount in response to any incident.

In general terms, while Special Constables may be first responders to an incident, the Police Service will have absolute responsibility for the investigation of all incidents of sudden death, actual or threatened violence involving partner assaults, sexual assaults or any hate crime.

The following guidelines are in addition to the Special Constable's requirement to report to and consult with the Police Service officer in attendance at the scene of an incident involving a hybrid offence, an indictable offence, or any investigation, as found in Section 8 of this Appendix.

Where no Police Service officer attends in such situations, the Divisional FLD Staff Sergeant at 474 Elgin Street must be consulted as soon as is practicable at 613-236-1222 (Central ext. 5212)

POLICE SERVICE TO BE CALLED

1. The Police Service SHALL BE CALLED to and shall investigate occurrences within University assets and properties in the following situations;

- a. Where forensic work is required relating to an incident to which the Police Service have been called.
- b. In all cases of break and enter.
- c. In all cases of Robbery.
- d. In all cases involving partner assault.
- e. In all cases where narcotics, drugs, weapons (used in the commission of an offence), explosives, hazardous or radioactive materials are involved, Special Constables shall:
 - i. Narcotics/Drugs
 - 1. If a trafficking offence, then immediately turn suspected narcotics/drugs over to Police Service members and assist in their investigation if requested.
 - 2. If an offence falling under the duties, authorities and responsibilities of the Special Constables as listed in Section 35, the suspected drugs will be immediately placed in an Police Service approved drug evidence safe and marked for either destruction or analysis. The Police Service will notify the investigating Special Constable of the analysis results for court purposes.
 - ii. Weapons (reported)
 - 1. advise the Police Service of the reported weapon.
 - 2. assist Police Service officers as directed.
 - iii. Weapons (observed)
 - 1. advise the Police Service of the observed weapon.
 - 2. Do not attempt to disarm anyone with a weapon.
 - iv. Weapons (found or seized)
 - 1. turn over all found or seized restricted or prohibited weapons to the Police Service immediately.

Staff not trained in firearm safety shall not handle firearms.

- v. Explosives
 - 1. Advise the Police Service of the circumstances.

2. assist the Police Service in their investigation.
- vi. Hazardous and Radioactive material
 1. advise the Police Service of the circumstances.
 2. adhere to Police Service policies.
- f. All criminal offences where personal injury is involved.
- g. In cases of serious suicide attempts, or any manner of death investigation. In assessing the level of seriousness of a suicide attempt, Special Constables will consider factors that can influence the lethality of the suicide attempt, including but not limited to, the method of suicide attempt employed, the severity of the physical consequences, and if medical intervention is necessary.
- h. Any sexual offences will be reported to police in accordance with applicable laws.
- i. Motor vehicle collisions in accordance with the *Highway Traffic Act*, R.S.O. 1990, c. H.8 where damage is over \$2000.
- j. Counterfeit Currency, where no suspect is present, shall be seized and stored in a manner consistent with the maintenance of evidence continuity and delivered to the Police Service Property and Evidence storage facility in a timely manner.
 - i. The Bank of Nova Scotia, located on campus, shall report all suspected Counterfeit bills to the OPS. These bills will be picked up by the bank and are not to be turned over to the Special Constables.

In all instances Special Constables will render assistance to victims, maintain the integrity of crime scenes, identify witnesses, have consideration for their personal safety, take precautions to ensure the safety of the members of the public and assist members of the Police Service responding to the incident.

2. In all circumstances in which Special Constables assist Police Service personnel in the conduct of an investigation, the Special Constables will in addition to any internal reporting requirements and in addition to the completion of detailed notes regarding the incident, complete a detailed occurrence report for submission to the assigned Ottawa Police investigator.
3. In all situations not covered by Section 1 above, but nonetheless involving a criminal offence and further investigation is required by the Police Service, Special Constables will, in addition to any Special Constable Employer internal reporting requirements, complete a General Occurrence Report for submission to the Police Service in a format compatible with the Police Service Records Management System.
4. For greater certainty and to avoid duplication of work assignments, Special Constables, other than for the purposes of reporting incidents in accordance with the provisions enunciated above, will not engage in self-initiated or follow-up criminal investigations

without the express direction of the Chief of Police or the assigned Police Service primary investigator. Where follow-up Special Constable activity with respect to criminal investigations is directed, it will only be undertaken with the guidance of the assigned Police Service primary investigator.

5. Considering the provisions of Section 4 above, Special Constables will be expected to submit Investigative Action reports, linked to the original case number, for any follow up activity undertaken with respect to any occurrence or investigation. Where a Special Constable, as a function of their normal duties, comes into possession of information relevant to the incidents listed above, they will submit an Investigative Action report with specific notice to the assigned primary investigator.
6. As a function of their designation, Special Constables will have access to the CPIC system as approved by the RCMP CPI Centre. The Executive Director, or his/her designate, is responsible to maintain the CPIC records within the mandate described in this capability and ensure compliance with all aspects of that agreement between the Police Service and the Special Constable Employer.

CALLS FOR POLICE ASSISTANCE

7. In the event the Police Service receives a call for police assistance or in the event of the discovery by, or reporting to Special Constables and/or Campus Safety Services Communications Center, of an occurrence requiring a police investigation and/or action at a location within the Special Constable Employer's geographical jurisdiction, Special Constables shall respond in the manner set out below and further described in this Appendix D to this Agreement:
 - a. If one or more members of the Police Service have responded to the call for service and a Special Constable(s) also attends, the attending Special Constable(s) shall inform the highest-ranking attending Police Service member of the circumstances and shall follow his/her instructions regarding further investigation or action; or
 - b. If no member of the Police Service attends in response to the call,
 - i. If the occurrence falls under the powers, responsibilities, and duties of the Special Constable, as defined in this Agreement, the attending Special Constable shall proceed with the investigation of the occurrence in accordance with University rules, policies, standards, and procedures and in accordance with their duties and obligations as set out in this

Agreement. The matter will also be reported in accordance with the provisions of Section 60 of this Agreement.

1. If the occurrence falls under Appendix D of this Agreement where the Police Service has been called and is unable to attend, then the Special Constable shall contact the Divisional FLD Staff Sergeant and notify them of the circumstances, and shall follow his/her instructions, or those of his/her designate, regarding further investigation or action; or
2. If the Special Constable(s), upon arrival, takes no further action, note and report the call in accordance with the provisions of Section 60 of this Agreement.

APPENDIX E

Training Standards

Initial Special Constable Training

- Training to new hire Special Constables shall be delivered in accordance with the Act and applicable regulations by an Ontario Police College certified provider.
- Use of Force training will be delivered by qualified Use of Force Instructors (as defined by the Ontario Police College)
- Initial Use of Force training will consist of a minimum 2 week (80-hour) training module and will include the following topics:
 - o Powers of arrest and Use of Force Authorities,
 - o Ontario Public – Police Interactions Training Aid,
 - o Defensive tactics techniques, strikes, grounding, handcuffing procedures,
 - o SPEAR, Edged weapon awareness,
 - o Critical incident Decision-making and Articulation,
 - o Incident Management,
 - o Search and Seizure,
 - o Use of Force Reports,
 - o De-escalation presentations,
 - o Fair and Impartial Policing Presentation,
 - o Report writing,
 - o Mental Health Act,
 - o Notetaking,
 - o Special Constable Status Familiarization with CEW
 - o Familiarization with OC contamination and decontamination,
 - o Open and Closed scenarios that will aid in the development of officer decision-making capabilities, and
 - o Scenario-based training.
- New Special Constables will be evaluated throughout the training and must meet the standard to receive their certification. Evaluation will consist of quizzes, judgement scenarios and physical skills evaluation.
- Initial Use of Force training will be offered twice per calendar year. The Police Service will provide the dates by October 31st of the year prior.

Annual re-certification

- Annual re-certifications are once per year and will consist of a 10-hour in-person training day.

- Training days will be delivered at regular intervals throughout the year.
- Qualified Use of Force instructors will deliver training.

APPENDIX F

Special Constable Complaint Investigation Procedure

DEFINITIONS

1. In this procedure, the following definitions will apply:
 - a. "Bad faith" means, in reference to a complaint, that it is made in an effort to harass or aggravate, or made maliciously or with an improper purpose;
 - b. "Chief of Police" means the Chief of Police of the Police Service;
 - c. "Executive Director" means the Executive Director, Campus Safety Services.;
 - d. "Complaint" means an allegation made by a member of the public concerning the service provided by, or the conduct of, a Special Constable in the course of his/her duties;
 - e. "Criminal allegation" means an alleged breach of the *Criminal Code*, R.S.C. 1985, c. C-46 or any other Federal Statute;
 - f. "Employee" means a person employed by the Special Constable Employer as a Special Constable, in the Campus Safety Services;
 - g. "Frivolous complaint" means a complaint that is clearly unsupported by the alleged facts, or trivial in nature;
 - h. "President of the University " means the person appointed by the University to have overall executive authority for the Campus Safety Services.
 - i. "Inspector General" means Ontario's Inspector General of Policing.
 - j. "Misconduct" means misconduct as set out under Section 195 of the Act;
 - k. "Subject Special Constable" means a special constable against whom a complaint has been made;
 - l. "Special Constable" means an employee of Special Constable Employer appointed by the Board.
 - m. "Vexatious complaint" means a complaint which on its face could not result in a finding of misconduct and which is apparently made with the intent to annoy, cause discomfort, harass or embarrass or involves an element of repetitiveness such as repeated allegations on the same set of facts; and
 - n. "Witness Special Constable" means a Special Constable who is a witness to an incident about which a complaint has been made.

GENERAL

2. The investigation of a Complaint and any investigation into an allegation of Misconduct shall be conducted in a thorough, fair, and impartial manner and be expeditiously resolved. Complaints and allegations of Misconduct shall be investigated on the merit and substance of the alleged facts and evidence and shall not involve any inquiry into the background of the complainant for the purpose of undermining the credibility of the complainant.
3. The Executive Director, or designate, shall endeavour to complete all Complaint investigations within 120 days of receipt of a written complaint unless circumstances exist beyond the control of the Executive Director that affects the timely resolution of the matter.
4. If the timing requirements of Section 3 above are not met in respect of an investigation, the Executive Director shall give notice of the status of the investigation to the complainant and to the person being investigated every 30 days until the investigation is concluded unless, in the opinion of the Executive Director, doing so might prejudice the investigation.
5. The Special Constable Employer employees including the Executive Director shall have regard to related University policies, procedures, and rules when carrying out responsibilities under this procedure. Related policies include but are not limited to the University Employee Code of Conduct, Workplace Violence and Harassment Policy, and Discipline Policy.
6. Nothing within this appendix will serve to limit the authority accorded the Police Service Board or the Chief of Police, either within the Agreement or in the authorities provided under the *Act*.

ALLEGATIONS OF MISCONDUCT BY SPECIAL CONSTABLE EMPLOYER SPECIAL CONSTABLE EMPLOYEES

7. Subject to Section 8, an employee or former employee of the Special Constable Employer Constable Unit may disclose Misconduct by making a complaint in writing to the Executive Director.
8. If an employee or former employee of the Special Constable Employer Special Constable Unit has reason to believe that it would not be appropriate to disclose the misconduct to the Executive Director under Section 7 above, then the misconduct may be disclosed to the Inspector General.
9. An employee or former employee of Special Constable Employer who has disclosed Misconduct to the Executive Director may subsequently disclose the Misconduct to the Inspector General if the employee or former employee has concerns that the matter is not being dealt with appropriately.

FILING OF COMPLAINTS BY MEMBERS OF THE PUBLIC

10. A complaint must be made in writing. A written complaint may be submitted online, by fax, mail, or hand-delivered to the attention of the Executive Director. A person may also make a complaint regarding a Special Constable by attending the Special Constable Employer's office in person.
11. A complaint cannot be accepted over the phone; however, an attempt should be made to determine the nature of the concern and to resolve, if possible.
12. Upon receipt of a written complaint concerning a Special Constable, the employee receiving the complaint shall record the complainant's name, address and phone number and any action taken in a memorandum book and complete a complaint intake form. The completed complaint intake form and signed complaint shall be forwarded to the Executive Director.
13. All records of complaints and all completed complaint intake forms concerning a Special Constable shall be forwarded immediately to the Executive Director.

RECEIPT AND SCREENING OF COMPLAINTS

14. The Executive Director shall receive, acknowledge receipt of the Complaint to the Complainant or agent of the Complaint, and conduct an initial review all records of all written Complaints.
15. The Executive Director shall determine whether the Complaint has sufficient information to be investigated under this procedure. If the Executive Director determines that further information is required, he or she shall arrange for the complainant to be contacted to supply any additional information.
16. The Executive Director shall determine if the Complaint is frivolous or vexatious or made in bad faith, in which case the Executive Director shall advise the Complainant that no further investigation will be undertaken.
17. If the Executive Director determines that the Complaint is not frivolous or vexatious or made in bad faith, the Executive Director shall complete an investigation in accordance with this procedure.

INVESTIGATION OF COMPLAINTS AND ALLEGATIONS OF MISCONDUCT

18. The Executive Director shall meet with the Subject Special Constable to provide the Special Constable the opportunity to answer the allegations contained in the complaint.
19. The Executive Director may appoint a designate to conduct an investigation.
20. The Executive Director may, at any time, make requests for assistance or advice of the Police Service.
21. The Chief of Police may, at any time, whether before or after the completion of the Special Constable Employer's investigation or the making of any findings by the Special Constable Employer, request that the Police Service assist in undertaking an investigation of any complaint regarding the conduct of a Special Constable.
22. The Executive Director or his/her designate may request any Witness Special Constable to assist in providing additional information, if appropriate.
23. The Executive Director and persons working under the direction of the Executive Director shall maintain the confidentiality of the complainant's and any witness identity subject to when disclosure is permitted in accordance with applicable law and when it is in the interests of fairness to disclose the identity of complainant or witness.
24. Based on information resulting from the investigation, the Executive Director shall ensure that a report of findings, including whether allegations of Misconduct are substantiated and whether there are any substantiated contraventions of other relevant policies, procedures, and rules. The report may also include recommended actions.

RESOLUTION OF INVESTIGATIONS

25. The Executive Director shall resolve the matter and determine the appropriate action in accordance with the *Act*, applicable policies, procedures and rules, collective agreement and the Special Constable Employer Best Practices.
26. The Executive Director shall record the action taken, comply with the provisions of the *Act* with respect to suspension or termination of Special Constable status, and ensure that copies of all forms completed with respect to the complaint are retained in accordance with the Special Constable Employer's records retention policy.

27. The Executive Director shall ensure all reports of allegations of Misconduct to the Board are completed in accordance with the requirements of the Act and this Agreement, including Appendix D.

Report to / Rapport au:

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

22 July 2024 / 22 juillet 2024

Submitted by / Soumis par:

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

Contact Person / Personne resource:

**David Zackrias, Superintendent of Respect, Values, and Inclusion
ZackriasD@ottawapolice.ca**

**SUBJECT: OTTAWA POLICE SERVICE 2023-2025 DRIVE² STRATEGY UPDATE
REPORT**

**OBJET: RAPPORT D'ÉTAPE DE LA STRATÉGIE DRIVE² 2023-2025 DU
SERVICE DE POLICE D'OTTAWA**

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board Receive this report for information.

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

The Ottawa Police Service Board (Board) approved the 2023-2025 Diversity, Respect, Inclusion, Values, Equity, and Engagement (DRIVE²) Strategy in April 2023. This Strategy provides a roadmap for continued human rights organizational change by focusing on implementing equity, diversity, and inclusion (EDI) principles, practices and approaches.

The Ottawa Police Service (OPS) DRIVE² Strategy was developed in close collaboration with the Community Equity Council (CEC) and is directly aligned with the Board's 2024 - 2027 Strategic Direction. Significant inputs from both community and police members, feedback from multiple stakeholder engagements, and third-party reviews identified changes needed to improve both internal culture and service delivery. OPS committed to providing the Board with mid- and end-year updates on the OPS DRIVE² Strategy. This report provides the mid-year update by highlighting progress on

key action items. The 2024 year-end report will provide a more detailed annual report of all action items for the year.

The OPS DRIVE² Strategy, relevant updates, and engagement opportunities can be found online at ottawapolice.ca/drivetwo.

DISCUSSION

The purpose of this report is to provide:

1. A mid-year update on the DRIVE² Strategy by highlighting progress on key action items and partnership work;
2. The DRIVE² Measurement Framework with Key Performance Indicators (KPIs) and baseline metrics; and,
3. An updated version of the DRIVE² Strategy.

1. Mid-Year Update on the OPS DRIVE² Strategy

The OPS DRIVE² Strategy is a comprehensive human rights organizational change strategy with shared responsibility for EDI across the organization. Approved by the Board in April 2023, the strategy fully supports and aligns with the Board's 2024 – 2027 Strategic Direction and the EDI priority area to strengthen our commitment to human rights.

The DRIVE² Strategy includes four key focus areas with over thirty action items that focus on improving the internal culture for members and service delivery to the communities we serve.

At the heart of this strategy work is community partnerships for meaningful and measurable collective action to strengthen our approach to human rights by embedding EDI principles, practices and approaches in everything we do. This report provides a mid-year update by highlighting progress on key action items for each of the strategy's four focus areas: Community – Service Delivery, Members – Work Environment, Leadership and Accountability, and Connecting and Learning.

Focus Area 1: Community – Service Delivery

OPS builds relationships and develops partnerships with communities to ensure equitable policing services and build trust. Together, we address and prevent systemic issues in programs, projects, operations, and decision-making. We remain focused on reducing violence and victimization and confronting hate against marginalized and vulnerable groups.

Use of Force Community Review Panel:

Similar to the innovative community case review currently used for Intimate Partner Violence and Sexual Assault files, OPS is implementing a new Use of Force Community Review Panel. The panel will review cases and annual reports to identify systemic

issues and make recommendations to improve service delivery. Following careful program design and drafting of the terms of reference with the Community Equity Council in 2023, a call for applications and extensive community outreach for the new Use of Force Community Review Panel took place during this reporting period, along with the design of a training and orientation program and draft review procedures. The selection process is currently underway, and the new panel will be announced in the coming weeks.

10-Year Traffic Stop Race Data Collection Report:

Race and identity-based data collection is a recognized human rights tool for identifying, monitoring, and addressing systemic racism issues. OPS has been collecting race-based data for traffic stops for more than ten years, making it the longest and most comprehensive race-based data collection effort by a police service in Canada.

Last month, OPS released the 10-Year Traffic Stop Race Data Collection Program (TSRDCP) Report prepared by Dr. Lorne Foster and Dr. Les Jacobs, leaders in social research from a public policy and human rights perspective. The service will continue building on this foundational human rights work by implementing an 18-month TSRDCP Task Force and Action Plan focused on reducing the disproportionalities in traffic stops. The TSRDCP Task Force and Action Plan will focus on working with police operations and district model teams to reduce the disproportionality in traffic stops by reviewing traffic stop deployment, policy, and procedures and considering new research. In addition, this collaborative work will complement the current action items underway in the OPS DRIVE² Strategy that includes anti-racism training, reviewing our racial profiling policy, launching a Use of Force Community Review Panel, and creating an organizational race and identity-based data collection strategy to improve data collection, reporting, and action planning.

Neighbourhood Policing Review:

Prairie Research Associates completed an independent review of the Neighbourhood Policing Strategy, with a specific focus on the Neighbourhood Resource Team (NRT) Program. Feedback from the comprehensive review is being leveraged to enhance service delivery of neighbourhood-based policing in the new district model.

Partnership in Action – Community Engagement:

To align with the new district model, the Community Safety and Wellbeing Branch (CSWB) developed a strategic roadmap to advance our CSWB Framework and establish a robust community relationship management system for the police service. The Partnership in Action portal is also being promoted as a community-policing engagement and communications tool.

The Branch and its Strategic Partnerships and Engagement (SPE) and Diversity Resource and Relations (DRR) units lead the development of trauma-informed, culturally sensitive public engagement strategies that address diverse community needs. These teams also support Chief Stubbs and senior leadership in conducting public consultations and connecting with community leaders on critical community-police incidents and larger crises that could create local community tensions.

The DRR team continues to make progress in strengthening community ties and fostering understanding with diverse cultural groups. For example, the DRR Unit created a Religious and Cultural Guidebook in June 2024 to highlight various religions and cultural observations of police and community members.

The unit's work is leading to improved relationships and collaborative initiatives that impact community engagement approaches and practices. The unit has built relationships with the Black and Caribbean communities with initiatives such as the Listening Circle with the Jaku Konbit organization and Kwanzaa celebrations. Other partnership work has focused on building relationships with the Chinese community, Ottawa Main Mosque, and the Sikh community, to name just a few.

Hate Crime Response:

In addition to the last reporting period update that included additional resources for the Hate and Bias Crime (HBC) Unit and ongoing collaborations to promote awareness, prevention, and reporting of hate crimes and hate incidents, OPS continues to work closely with internal and external partners to address hate in the city. The DRR Unit also supports the HBC Unit by conducting additional outreach and community presentations. Work is also currently underway to launch a hate prevention and reporting campaign.

Call Referral Model:

The OPS remains active in supporting the Ottawa Guiding Council for Mental Health and Addictions (Guiding Council) and will continue partnership work to launch the Safer Alternative Response Prototype this year. As part of the Transforming Health and Substance Use Crisis Response Strategy, a 24/7/365 non-police, non-uniformed mental health response system was identified. The Safer Alternative Response Prototype is a community-based solution with a non-911 phone number that people can call for mental health response. A team consisting of a peer support worker and mental health professionals can be dispatched to attend these calls and provide or connect the person to wrap-around support services.

The OPS is also following up on research from the Guiding Council and collaborating with the Carleton University Police Research Lab to support the creation of crisis intervention and de-escalation training for call-takers at OPS and the Safer Alternative Response Prototype. The training is being co-developed with community partners and

persons with lived experience to ensure that it is culturally safe, trauma-informed, and anti-racist.

Indigenous Relations Journey:

The OPS is continuing to collaborate with the Ottawa Aboriginal Coalition (OAC) and the Indigenous Women's Safety Table to improve service delivery to Indigenous communities. One of the steps includes continuing to deliver joint learning events focused on Indigenous community safety, particularly for women and girls, that feature storytelling sessions between OAC members and various OPS units and teams. The collaborative work has also focused on creating job descriptions for a full-time Indigenous women's safety advisor and liaison officer positions.

Violence Against Women:

By working on a number of collaborative initiatives, OPS continues to strengthen efforts to address intimate partner violence and support organizations working to end violence against women and gender-based violence:

- The Police Service partnered with the University of Western Ontario's Centre for Research and Education on Violence Against Women and Children to develop a tool to identify occurrences that would benefit from early intervention to mitigate risk. The tool will be ready for field testing in early 2025.
- Two civilian Risk Navigators have been hired to work in partnership with frontline patrol and the Intimate Partner Violence Unit to identify risk factors and connect with victims.
- A Sexual Assault Survivor Guide was also created to help victims understand the legal processes and wide range of resources. A guide for those experiencing intimate partner violence is also being developed.
- OPS continues to collaborate with local violence against women service-providing agencies to audit hundreds of intimate partner violence and sexual assault cases to improve procedures and processes.
- As already described above, the OAC also assisted in the development of a full-time job description for the Indigenous women's safety advisor position.

2SLGBTQQA+ and OPS Collaboration:

OPS is working with 2SLGBTQQA+ leaders and service providers to identify safety needs and improve service responses to the needs and victimization of 2SLGBTQQA+ communities affected by continuing hate and intolerance. The Community Equity Council is conducting outreach to create a new 2SLGBTQQA+ Committee, and OPS has created a job description for a dedicated position in the Diversity Resource and Relations Unit that is dedicated to enhancing relationships for improved service delivery.

Multi-Language Translation Services:

To enhance communications and improve service delivery with the diverse communities we serve, the new multi-language translation services application will provide OPS members with immediate access to translation services on their phones or desktop computers. The request for proposal with detailed requirements has been drafted and approved; however, it is delayed due to staffing and capacity issues. Once the City of Ottawa releases the request for proposal to receive proposals, the work plan for this initiative will be realigned to determine a realistic training and implementation plan.

Annual Diversity Celebration:

The Ottawa Police held the Annual Diversity Celebration on Thursday, June 27, 2024, at Ottawa Police Headquarters, located at 474 Elgin Street. Organized by DRR, the signature event recognizes Multi-Culturalism Day and Welcoming Ottawa Week by highlighting the contributions of the diverse communities of Ottawa with special guests, cultural entertainment, and food sharing.

Annual Human Rights Learning Forum:

Planning is underway for the 2024 Human Rights Learning Forum, which will take place on Thursday, December 5th, at the St. Elias Centre. This annual event brings police and the community together for a full-day session to learn about human rights and EDI issues, themes, and opportunities for collective action. The 2024 Save the Date announcement, along with the 2023 summary report and video links, will be released in the coming weeks.

Focus Area 2: Members – Work Environment

The OPS remains committed to providing an equitable, inclusive, and safe workplace where all members are valued for their unique skills, abilities, and experiences. By continuing to remove barriers and improve employment opportunities and programs, OPS remains committed to fostering a culture that promotes respect, inclusion, safety, and wellness for all members.

Safe Workplace Program:

The continual development of the Safe Workplace Program (SWP) demonstrates the commitment to preventing and addressing all forms of discrimination and harassment in the workplace, including sexual harassment and violence. Using a five-pillar approach (Understand, Prevent, Support, Respond, and Restore), the program takes a holistic approach to improving workplace culture by pursuing the tools and resources needed to ensure a safe, supportive, and inclusive work environment for all members.

Most deliverables originally identified in this action item are completed or on track to be completed. Progress for this reporting period includes the following highlights:

- A year-long employee education and awareness campaign was launched to support program understanding, continual dialogue, and feedback. Additional tools include a dedicated resource web page for members and a newsletter have also been created.
- A Code of Professional Ethics was also released to guide behavioural expectations and support individual and organizational growth that advances workplace culture.
- In April, a speaker series, Emotional Survival in Law Enforcement, was also offered to members and their families.
- Members of the Champions of Professional Practice Program continued to act as ambassadors and force multipliers for dialogue and change related to addressing and preventing sexual violence and harassment in the workplace. They met several times and worked on an internal poster campaign to support a respectful and inclusive work environment for everyone.
- New resources have been added to the program, including a program manager to oversee the program who is responsible for intake, screening, triage, and resolution of complaints. A trained mediator has also been assigned to the Workplace Conflict and Resolution Unit (WCRU) to support the full range of alternative dispute resolution options. Where it is determined that an investigation is required, a third-party resource has been retained to conduct independent investigations into allegations of harassment, violence, and/or discrimination.
- A scope of work and schedule for an independent program evaluation will be developed later this year.

Wellness Program:

The Health, Safety, and Wellness (HSW) Unit reports to a director and includes a six-member Abilities Management Team, a senior health and safety advisor, and a Wellness Team comprised of three sergeants, a constable, and two civilian members. The HSW Unit's focus on health, safety, and well-being starts with new hires, extends to their families, and continues through to retirement. In addition to the Peer Support and Early Intervention programs, the Unit has been introducing additional programs and resources, including the Reintegration and Support Program, Life Speak initiative, and presentations, newsletters, and training focused on mental health and stigma reduction. Program reviews and best practices research are regularly conducted as part of continuous program improvement. The HSW Unit is collaborating with the WCRU on a six-month wellness and early intervention pilot project. The Unit also plans to relaunch the Chaplain Program to support members' religious and spiritual needs.

Interfaith Prayer Rooms:

Following the launch of the first Interfaith Prayer Room for members in June 2023, contract work is underway for the construction of the next prayer room at our Elgin Street and Tenth Line locations, which is expected to be launched in the coming months. These rooms are part of the organization's commitment to supporting employees' religious and spiritual needs based on Creed, a protected ground under the Ontario Human Rights Code. A dedicated resource web page to support this code-protected ground has been established, and an update to the accommodation policy is expected later this year.

Employee Resource Groups:

The OPS continues to support the Employee Resource Group (ERG) Program with improved communications, procedures and templates to support individual ERG coordination and work planning related to international dates of significance, workshops, awareness-raising events, special initiatives, and training. The ERGs actively supported equity, diversity, and inclusion for members by conducting a number of activities in this reporting period.

- The Women's Internal Network and Support Network (WINS) has completed several initiatives and events, including an International Women's Day event featuring author and inspirational speaker Detective Sergeant Tiffany Castell from the Toronto Police Service. Thanks to a collaboration between WINS and the Facilities Team, OPS now provides free menstrual products in OPS washrooms and locker rooms to support gender equity and access to essential hygiene products without barriers.
- The Ethno-cultural and Religious Diversity (ERD) ERG has been meeting regularly to discuss members' ethnocultural and religious diversity needs. To recognize the International Day for the Elimination of Racial Discrimination, the ERD organized a special event with Canada's Special Representative on Combatting Islamophobia, Amira Alghawaby, who led a conversation on enhancing our collective efforts against Islamophobia, systemic racism, racial discrimination, and religious intolerance.
- The 2SLGBTQIIA+ ERG known as PRIDE, created a work plan to focus on supporting members, celebrating 2024 Pride events, and identifying training and policy improvement needs. PRIDE organized a field trip to EGALÉ Canada to explore training workshop options and partnership opportunities.
- The new Asian Association (AA) ERG officially launched its ERG with a special lunch gathering to recognize the Lunar New Year. They also hosted a second event for Asian Heritage Month with a community speaker. The AA ERG is

planning a field trip to support new learning and partnership opportunities later this summer.

Program development and expansion are expected to continue into 2024, with the creation of an OPS ERG policy, program awareness and training initiatives, and program evaluation planning.

Employment Systems Review:

The Employment Systems Review (ESR) is a large multi-year undertaking that began in 2023. To ensure equity in employment opportunities for all members, an ESR examines human resources systems from an employment equity perspective by assessing current processes and practices across nine employment systems: recruitment, selection, hiring, promotion, retention, training, development, termination, and accommodation.

The current focus is on the first phase of assessment work for the recruitment, selection, and hiring practices. Significant assessment work has been conducted on the sworn hiring, promotions, and transfer programs to identify and remove barriers to ensure equitable and inclusive processes. A customized EDI Lens has been applied to these processes, including the recent sworn promotional processes for inspectors, staff sergeants, and sergeants. EDI principles are being integrated into employment procedures and practices, including but not limited to job descriptions, interview panel and observer training, job applications and interview processes.

Focus Area 3: Leadership and Accountability

The DRIVE² Strategy builds on the strong governance, collaboration, and accountability framework established during its development and design. With the Chief of Police as the Executive Sponsor for the Strategy, regular quarterly meetings have been scheduled for updates ahead of the mid-year and end-of-year updates to the Board. The Senior Leadership Team and the CEC receive regular updates and feedback opportunities. In addition, the mandate of the CEC EDI Committee is to ensure the ongoing monitoring of the implementation and evaluation of the Strategy and ensure it is a standing item on the agenda for meetings.

The CEC EDI Committee also supported the development of a detailed Measurement Framework and Baseline Overview for the DRIVE² Strategy to ensure meaningful and measurable progress. This is described and attached later in this report.

Directorates and action item leads are being engaged for more regular updates and evaluation needs.

Focus Area 4: Connecting and Learning

The Ottawa Police Service remains committed to EDI as a journey rather than a destination that requires continuous action, learning, and course corrections along the

way. The journey requires meaningful engagement, transparent internal and external communications, professional development, training opportunities, and measuring progress.

The internal and external communications plan to support awareness and engagement for the DRIVE² Strategy continued for this period. In addition to ongoing presentations using the new DRIVE2 video, infographics, and promotional items, a number of new communications activities included creating EDI social media accounts and updating web pages.

Additionally, continued implementation of training across OPS included: Active Bystandership training, Indigenous cultural awareness workshops, and Anti-Black racism sessions. Approved by the Ministry of the Solicitor General, new three-hour interactive training for public-police interactions to replace the Use of Force Model was rolled out for all police members who may be in a position to use force.

2. Measurement Framework for DRIVE²

The Respect, Values, and Inclusion Directorate and its EDI Unit have been working closely with the Community Equity Council's EDI Committee to ensure ongoing monitoring and evaluation of the implementation of the OPS DRIVE² Strategy. Further to the section entitled "Setting Goals and Measuring Impact" in the DRIVE² Strategy on page six, a detailed Measurement Framework and Baseline Overview has been drafted and is attached as Document 1.

The OPS is committed to measuring and tracking its progress against available benchmarks and metrics to determine if it is reaching its short- and long-term target outcomes.

The internationally recognized Global Diversity, Equity, and Inclusion Benchmarks form the basis of the KPIs and measurement framework that will help track progress against our broader vision for EDI at OPS.

The attached document includes first and second level KPIs and DRIVE² project-level metrics. The majority of these include baselines to which we can compare pre- and post-project outcomes and overall strategy performance.

The baselines represent the best available data at the time of publication. The report draws largely from the 2020 Member Engagement Survey and the 2018 Public Research Survey. Other key sources are also highlighted in the Document.

KPIs are included and presented by DRIVE² areas of focus (Community—Service Delivery, Members—Work Environment, Leadership and Accountability, and Connecting

and Learning). Second-level KPIs are captured along with more tactical project metrics and their baselines.

Built on a continuous improvement model like the DRIVE² Strategy, the current version of the detailed Measurement Framework and Baseline Overview is attached as Document 1 for ongoing review and feedback as the directorate focuses on implementing the measurement framework to ensure meaningful and measurable progress.

3. Updated DRIVE² Strategy

An updated version of the OPS DRIVE² Strategy is being released with this update report to the Board and is attached as Document 2. Minor updates were needed to reflect recent changes in the environment to ensure alignment with the Board's Strategic Direction 2024 - 2027, the Community Safety and Policing Act, and organizational movements/changes that are largely administrative in nature. It was also necessary to change the timeline of the DRIVE² Strategy, which was set to expire in 2025, with the Board's Strategic Direction that is focused on 2027.

The newest version of the OPS DRIVE² Strategy, along with this update report and opportunities for continued engagement, will be posted online at ottawapolice.ca/drivetwo.

CONSULTATION

The OPS DRIVE² Strategy was developed in close collaboration with the Community Equity Council and is directly aligned with the Board's 2024 - 2027 Strategic Direction. Significant inputs from both community and police members, feedback from multiple stakeholder engagements, and third-party reviews identified changes needed to improve both internal culture and service delivery.

As demonstrated throughout this report, EDI work is a shared responsibility for meaningful collective action. Community engagement and partnerships continue to be critically important for the implementation, monitoring, and measurement of the DRIVE² Strategy.

Community members can get involved by visiting the Community Equity Council at opscommunityequitycouncil.com or contacting the Equity, Diversity, and Inclusion Unit at EDI@ottawapolice.ca.

FINANCIAL IMPLICATIONS

Not applicable.

SUPPORTING DOCUMENTATION

Document 1: DRIVE² Measurement Framework and Baseline Overview (Version 1: July 2024)

Document 2: Ottawa Police Service - DRIVE² Strategy 2027 (Version 2)

CONCLUSION

The OPS DRIVE² Strategy is a comprehensive human rights organizational change strategy with shared responsibility for EDI across the organization. Approved by the Board in April 2023, the strategy fully supports and aligns with the Board's Strategic Direction 2024 - 2027 and the EDI priority area to strengthen our commitment to human rights.

The DRIVE² Strategy includes four key focus areas with over thirty action items that focus on improving the internal culture for members and service delivery to the communities we serve. This report provides the mid-year update by highlighting progress on key action items. While there have been some delays due to ongoing OPS staffing issues and contract procurement processes at the City of Ottawa, significant progress has been achieved or is well underway. The 2023 year-end report will provide a more detailed annual report of all action items for the year.

At the heart of this strategy work is community partnerships for meaningful and measurable collective action to strengthen our approach to human rights by embedding EDI principles and approaches in everything we do.

The Community Equity Council continues to be instrumental in providing guidance and input into the ongoing design, implementation, monitoring, and measurement of the OPS DRIVE² Strategy.

The Ottawa Police Service is grateful to the Community Equity Council and various community partners for their important contributions to this ongoing DRIVE² Strategy work and our continued journey towards equitable and professional policing.

DRIVE² Strategy 2023-2027

Diversity, Respect, Inclusion, Values, Equity and Engagement

Measurement Framework and Baseline

Contents

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| Leadership & Accountability | 8 |
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| DRIVE² Strategy | 22 |

Version 1.0: July 10, 2024
Developed by Respect Values and Inclusion Directorate with input for Community Equity Council EDI Committee.

Setting Goals and Measuring Impact

Organizations which are committed to equity, diversity and inclusion (EDI) work understand EDI is a journey rather than a destination. Yet, having tangible priorities and expected outcomes is key to long-term success.

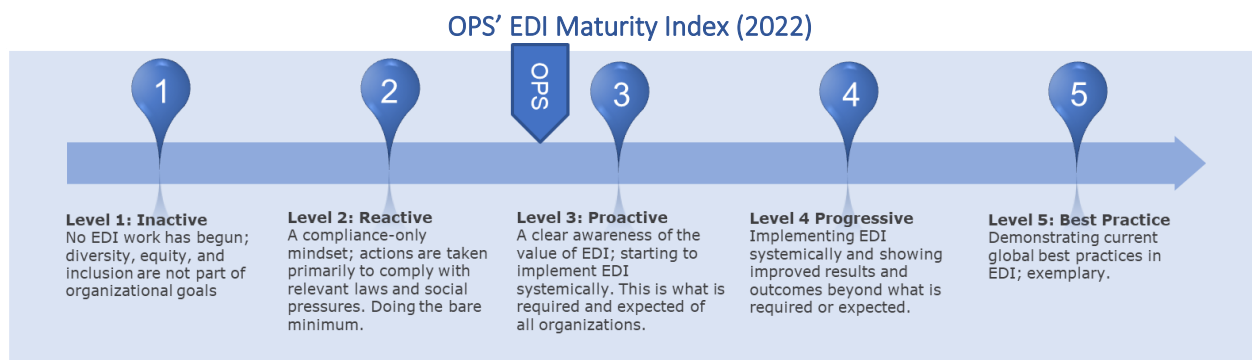
While we've made significant progress toward creating a more inclusive culture at the Ottawa Police Service (OPS), the DRIVE² Strategy represents an important step forward in our thinking, self-awareness and in our actions. DRIVE² lays the groundwork to transform OPS into an organization that truly embodies EDI at every level, in everything we do.

The key elements of DRIVE² were co-created by an internal and external group of stakeholders who worked together to determine the areas of focus, strategic objectives, and outcomes as well as the priority items in the action plan.

How we will measure success

The internationally recognized Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) forms the basis of the KPIs and measurement framework that will help us track our progress against our broader vision for EDI.

In November 2022, we mapped OPS's EDI maturity at a level 2. Our overall objective is to achieve Level 4 of this maturity model by 2027 and continue our efforts toward Level 5 to become an industry leader in equity, diversity, and inclusion.



This assessment provides a roadmap for a systemic, progressive approach that allows the OPS to prioritize key initiatives and report on progress from year to year.

While this document details the key components of the Strategy's measurement framework, it's important to remember that equity, diversity, and inclusion aren't just tasks to check off a to-do list. Rather, they are fundamental attributes of a culture that empowers its members to thrive, be themselves, bring their best to their work every day, and feel motivated and engaged in return.

As a living document, DRIVE², and this companion document, will grow and evolve over time. We are happy to share this first iteration, and look forward to continually measuring, adjusting, and improving OPS’ EDI practices in the years to come.

Key Performance Indicators

The Service is committed to measuring and tracking its progress over time against available benchmarks and metrics to determine if it is reaching its target outcomes in the short and long-term.

This document includes first and second level Key Performance Indicators (KPIs) and DRIVE² project level metrics. The majority of these include baselines to which we can compare pre- and post- project outcomes, and overall *Strategy* performance.

The baselines represent the best available data at the time of publication. The report draws largely from the 2020 Member Engagement Survey (TalentMap), and the 2018 Public Research Survey (IPSOS). Other key sources are highlighted in the table below.

KPIs are included in the following pages and are presented by DRIVE² areas of focus (Community - Service Delivery, Members - Work Environment, Leadership and Accountability, and Connecting and Learning). Second level KPIs are captured in Appendix A, and the more tactical project metrics, and their baselines, can be found in Appendix B.

The OPS will provide regular updates on its progress to the community, the Ottawa Police Service Board (Board) and to OPS members.

| Action Area | Key Performance Indicator | | | | | | |
|---|---------------------------|--------------------|---------------|--------------------------|---|---------------------|-------------------|
| * Baselined ⊕ Strong correlation ○ Some correlation | Public Opinion Survey* | Member Engagement* | Demographics* | Complaint type/Frequency | Race-Based Data (Use of Force & traffic-stops)* | Learning Evaluation | Crime Statistics* |
| Community - Service Delivery | ⊕ | | | ○ | ⊕ | | ⊕ |
| Members – Work Environment | | ⊕ | ⊕ | ○ | | | |
| Leadership & Accountability | ○ | ⊕ | | | | | |
| Connecting & Learning | ⊕ | ⊕ | | ○ | | ⊕ | |

Community – Service Delivery

01

Where are we going?

A trusted partner in building an inclusive, equitable, safe Ottawa (Ottawa Police Service Board/Ottawa Police Service Strategic Direction 2027)

What are we doing?

We will collaborate with communities to ensure equitable policing services that build trust by:

- Engaging and building relationships with the many diverse communities we serve;
- Addressing and preventing systemic discrimination in programs, projects, operations, and decisions; and,
- Reducing violence and victimization, and confronting hate against marginalized groups.

What does success look like?

- Geographic and socio-demographic characteristics of the police service’s area of policing responsibility are key to planning and resource deployment (Community Safety and Police Act).
- The Service better leverages the unique skills, talents, and expertise that members bring to the OPS through their different backgrounds, experiences, demographics, and perspectives.
- The Service’s diversity and culture of inclusion enhances the effectiveness of its presence and work within the community.

Key Performance Indicator



Members – Work Environment

02

Where are we going?

We hire, retain, and develop a workforce that is representative of the Ottawa’s diversity, and foster a workplace where every member feels included, driving better decision-making, stimulating innovation, and increasing organizational agility.

What are we doing?

We will continue to build a diverse, equitable, and inclusive workplace by:

- Removing barriers to improve employment opportunities and benefits in all areas, including but not limited to recruitment, selection, hiring, promotion, retention, professional development, transfers, training.
- Identifying targets and tools to improve equity and representation; and,
- Promoting member inclusion, safety, and wellness programs and other initiatives.

What does success look like?

- The Service has eliminated inequities and reduced barriers to inclusion.
- The Service’s strategy includes representation goals resulting in equitable representation of historically excluded groups across functions and levels.
- The Service’s reputation for quality EDI efforts enhances its ability to attract diverse and underrepresented employees.
- The Service has established mentoring and coaching programs to help support advancement and retention.
- Diversity networks are recognized as credible, influential, and valued resources to the organization.

Key Performance Indicator



Leadership & Accountability

03

Where are we going?

We embody the vision for cultural transformation, where curious, diverse, high integrity colleagues are safe to bring their true and best selves to work every day, and collectively deliver best in class services to Ottawa's diverse population.

What are we doing?

We will equip OPS leaders at all levels with the resources needed to promote DRIVE² Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace as well as to model respectful and culturally informed interpersonal relationships by:

- Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making;
- Supporting leadership development and coaching in human rights, EDI, and cultural awareness; and,
- Focusing on governance and accountability.

What does success look like?

- Team leaders at all levels are engaged in EDI issues, and accountable for achieving the EDI strategy.
- Leadership examines organizational culture and creates strategies to eliminate inequities and reduce barriers to inclusion.
- Performance management includes EDI goals.
- The organization regularly reports and reviews progress against benchmarks and consistently demonstrates significant improvements in meeting EDI goals.

Key Performance Indicator



Connecting & Learning

04

Where are we going?

We continually remove systemic barriers and create an inclusive workplace; we will continuously review and improve our policies, processes, and service delivery practices.

What are we doing?

- Meaningful engagement and transparent communications, both internally and externally;
- Professional development and training; and
- Measuring progress.

What does success look like?

- EDI content is easily and quickly located on the Service’s websites. Information is thorough, regularly updated, and fully accessible.
- EDI learning programs result in behaviour change that advances the Service’s strategy and enhances inclusion and equity.
- Integrated, multiple approaches to monitoring and evaluating EDI goals are implemented to track their impact, outcomes, and effectiveness.

Key Performance Indicator

EDI Benchmark¹



2.7

¹ The Global Diversity and Inclusion Benchmark is a 5-point maturity scale

Appendix A – Second Level KPIs

Community – Service Delivery



Public Trust
64%

| | |
|---|-----|
| OPS is doing a good job of building relationships with external stakeholders and agencies | 49% |
| The OPS is doing a good job of building relationships with diverse communities | 54% |
| The OPS is sensitive to the needs of different cultures | 56% |

Members – Work Environment



Member Engagement
43%

| | |
|------------------------------|-----|
| Overall Member wellness | 58% |
| Overall respectful workplace | 64% |
| Overall job satisfaction | 58% |

Leadership & Accountability



EDI Culture
58%

| | |
|---|-----|
| Senior Officers promote, and role model equity, diversity and inclusion. | 36% |
| Senior Officers effectively support the health and wellness of members | 38% |
| Diverse identities and ways of thinking and working are valued and accepted | 51% |

Connecting & Learning



EDI Benchmark
2.7

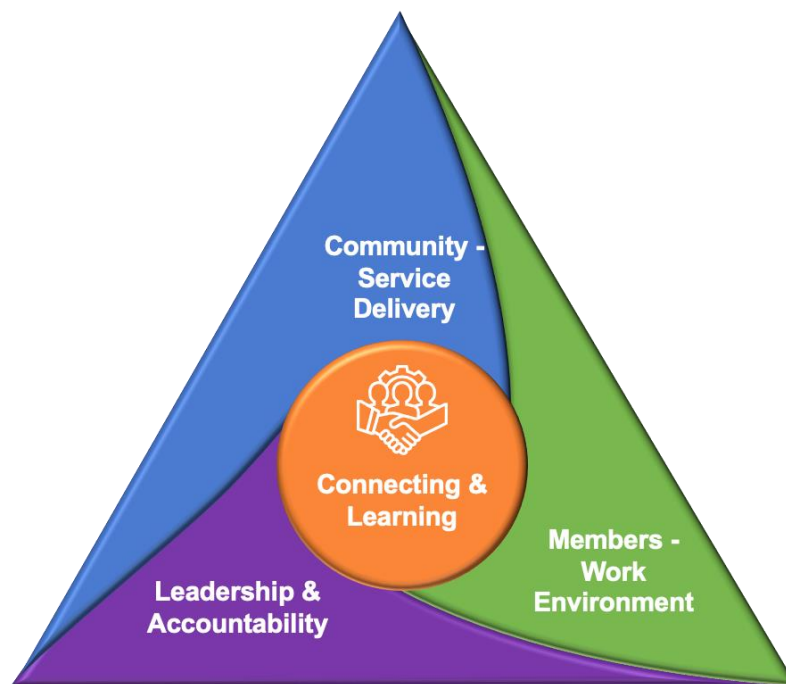
| | |
|---|-----|
| The OPS is an open and transparent organization | 38% |
| The OPS promotes a culture or equity, diversity and inclusion | 58% |
| The OPS provides regular and meaningful updates on DRIVE ² to stakeholders | |

- KPI baseline percentages represent 'top two box' totals (*strongly agree* and *agree*, or *very good* and *good*) most recent IPSOS and TalentMap Public Research Report and Member Engagement Survey.
- The Global Diversity and Inclusion Benchmark is a 5-point maturity scale

Appendix B – Project Performance Metrics

Performance indicators and their baselines, by DRIVE² areas of focus and commitments, are captured on the following pages.

The primary audiences for these measures and baselines are the leads/teams who are accountable for delivering the thirty plus DRIVE² Strategy projects and actions, and their anticipated outcomes.



Community – Service Delivery

01

We will collaborate with communities to ensure equitable policing services that build trust by:

- Engaging and building relationships with the diverse communities we serve
- Addressing and preventing systemic discrimination in programs, projects, operations, and decisions
- Reducing violence and victimization, and confronting hate against marginalized groups

| Dimension / Metric | Baseline ² | | | |
|---|-----------------------|---|---|---|
| Public satisfaction with Quality of Ottawa Police Service | 72% | ✓ | ✓ | ✓ |
| Public Trust in the Ottawa Police Service (IPSOS 2018) | 64% | ✓ | ✓ | ✓ |
| Level of trust in the Ottawa Police Service? (Avanis May-Jul '23) | 46% | | | |
| Perception of Ottawa Police Service: Procedural Justice | | | | |
| The OSP addresses citizens in a respectful manner | 77% | | | ✓ |
| BEHAVIOUR The police treat people with respect | 29% | | | ✓ |
| The OPS shows care and concern for the welfare of the citizens they deal with | 74% | ✓ | ✓ | ✓ |
| The OPS respects people's rights | 71% | | ✓ | ✓ |
| The OPS avoids the use of unnecessary force | 50% | | ✓ | ✓ |
| The OPS is an open and transparent organization | 38% | | | ✓ |
| Perception of Ottawa Police Service: Distributive Justice | | | | |
| The OPS enforces the law consistently when dealing with people | 54% | | ✓ | |
| The OPS treats everyone fairly, regardless of who they are | 48% | | ✓ | |
| The OPS treats everyone equally | 46% | | ✓ | |
| EQUITY The police provide the same quality of service to all citizens (Avanis) | 39% | | | |
| Public Perception of Ottawa Police Service: Community Engagement | | | | |
| The OPS is sensitive to the needs of different cultures | 56% | | ✓ | |
| OPS is sensitive to the needs of different cultures (Avanis) | 37% | | ✓ | |
| The OPS is sensitive to the needs of people living with mental health issues | 43% | | ✓ | ✓ |
| The OPS is sensitive to the needs of people living with mental health issues (Avanis) | 33% | | ✓ | ✓ |
| Partnership/Engagement Activities/Visibility | | | | |
| Police presence at community events | 60% | | | ✓ |
| Working with residents in your neighbourhood to solve local crime, and improve community safety, security and wellbeing | 54% | | | ✓ |
| Working with neighbourhood residents, businesses, and community groups to improve community safety and well-being (Avanis) | 41% | | | ✓ |
| OPS is doing a good job of building relationships with the community/public (Member Engagement Survey 2020) | 46% | | | ✓ |
| The OPS is doing a good job of building relationships with diverse communities (Member Engagement Survey 2020) | 54% | | | ✓ |
| OPS is doing a good job of building relationships with external community stakeholders and agencies (Member Engagement Survey 2020) | 49% | | | ✓ |

² Percentages represent 'top two box' totals (*strongly agree* and *agree*, or *very good* and *good*). Source: IPSOS 2018 Public Research Report, September 21, 2018 (unless otherwise indicated). Margin of error: +/-1.9%, 19 times out of 20.

| | | | | |
|---|--------|---|--|---|
| I have sufficient time, tools and resources to dedicate to building relationships with the community/public (Member Engagement Survey 2020) | 29% | | | ✓ |
| Table continued next page. | | | | |
| Performance of Ottawa Police Service - Service | | | | |
| Providing services in both French and English | 79% | | | ✓ |
| Having a workforce that reflects gender diversity | 58% | | | ✓ |
| Providing services in other languages (other than French or English) | 54% | | | ✓ |
| Having a workforce that reflects racial diversity | 54% | | | ✓ |
| OPS performance on reducing violence against women | 46% | ✓ | | |
| OPS performance on reducing guns and gang violence | 21% | ✓ | | |
| Hate crime (% increase or decrease year over year, 2022/2023) | +19.5% | ✓ | | |

Service Delivery Baseline Metric Details and Insights

Drivers of Public Trust in the Ottawa Police Service



Public trust in OPS is impacted by a variety of perceptions: nearly all perceptions measured in the Public Opinion Survey correlate with trust to a similar extent.

This makes things more challenging as there are so many different criteria that factor into citizens' decision to trust OPS or not.

Openness and transparency and **treating people equally** are among the strongest predictors of trust in OPS, yet fewer residents agreed OPS is doing well in these areas³.

Finding ways to reinforce these perceptions among the community will help ensure that trust in OPS continues to strengthen.

³ IPSOS 2018 Q12. What level of trust do you have in the Ottawa Police Service? Base: Total Respondents (n=3,553), Q15. When you think about Ottawa Police Service, to what extent do you agree or disagree with each of the following statements? Base: Total Respondents (n=3,553)

Race Data in Use of Force Reporting

Proportions of Resident Populations, by Race, in Ottawa, based on the 2016 Census, in comparison to Use of Force Subjects, 2020⁴.

| Race Groups | Resident Populations | Use of Force Subjects | Ratio of Share of Subjects to Share of Population |
|-----------------------------|----------------------|-----------------------|---|
| Black | 5.725% | 27.6% | 4.8 x |
| E./S./S.E. Asian | 11.6% | 2.8% | 0.2 x |
| Indigenous | 2.36% | 4.2% | 1.8 x |
| Middle Eastern | 4.91% | 11.7% | 2.4 x |
| White | 73.24% | 52.3% | 0.7 x |
| Other Racialized Minorities | 2.17% | 1.4% | 0.6 x |

Of 220,700 calls requiring police presence in 2020, there were 348 incidents requiring use of force involving 427 subjects. As the requirement to collect race data began on January 1, 2020, comparisons to previous years are unavailable; however, the first-year results do highlight disproportionality for some communities – particularly for Black and Middle Eastern communities. Individuals perceived to be Black by officers, were involved in Use of Force incidents 4.8 times more than would be expected (118 / 427 subjects were perceived as Black). Individuals perceived to be Middle Eastern were involved in Use of Force incidents 2.4 times more than would be expected (50 / 427 subjects were perceived as Middle Eastern).

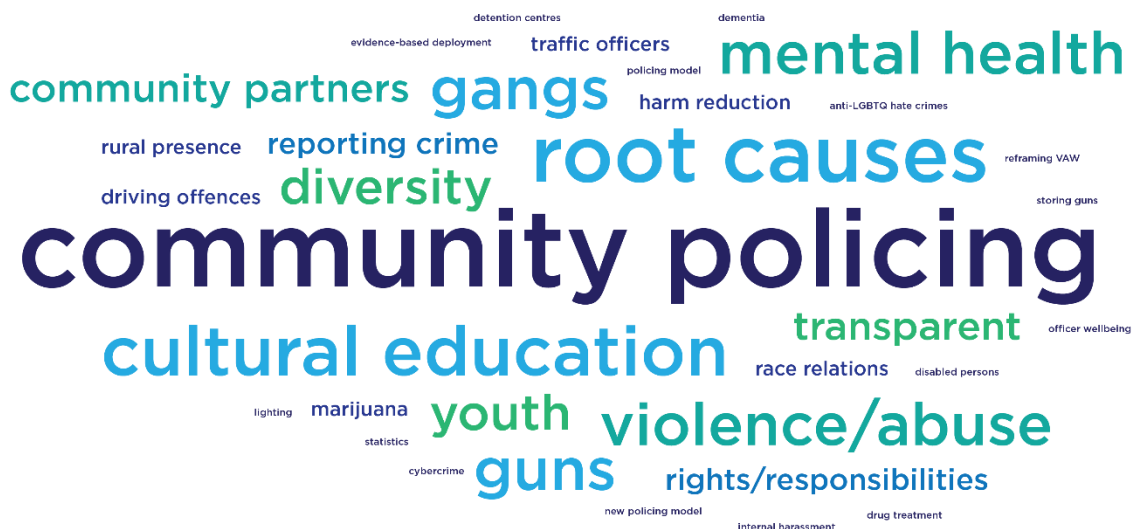
IPSOS Public Research Survey Comment Analysis

Several groups requested more **transparency and accountability** in terms of police practices and in terms of any **data collected** by the police. Specifically, greater openness of how data is being used. Participants also suggested that the culture of the police force be less antagonistic and competitive and be more **welcoming and community oriented**. Hiring people with more diverse skill sets including counsellors, therapists, and social workers to help police communicate with the communities they serve was mentioned.

Groups really stressed the need for police officers to have **greater community engagement**. They suggested **frequent meetings with the community, more visibility at community events**, ensuring that police had the **ability to communicate with non-English or French speakers**, and a greater social media presence as ways for the police to become more entrenched in the community.

⁴ Source: “External Review Race Data in Use of Force Reporting by the Ottawa Police Service, 2020”, Ontario Tech/York University Research Team (Dr. Lorne Foster and Dr. Les Jacobs), February 1, 2022

Word Cloud: The Public's Suggested Priorities for OPS/Board



2022 Hate Crime Statistics

In 2022 the Hate and Bias Crime Unit saw 377 total incidents, including 300 criminal and 77 hate incidents, which marks an increase of 13% over 2021.

Fifty-one individuals were charged with 174 counts of criminal offences. Five of these offences included formal Hate Crime Offences (Willful Promotion of Hatred and Public Incitement of Hatred).

Eight warnings and seven Youth Criminal Justice Act warnings were issued.

2023 Hate Crime Statistics

The Hate and Bias Crime Unit 2023 Annual statistics show that the Unit addressed 460 incidents last year, including 344 criminal and 116 hate-motivated incidents, which marks an increase of 19.5% over 2022 (compared to 377 incidents that year).

In 2023, 43 individuals were charged with 123 counts of criminal offences, and this included four formal hate crime charges under the *Criminal Code of Canada* for public incitement of hatred. Furthermore, a total of 23 *Youth Criminal Justice Act* warnings were issued.

Members – Work Environment

02

We will continue to build a diverse, equitable, and inclusive workplace where all members are valued for their unique skills, abilities, and experience by:

- Removing barriers to improve our employment processes, policies, and procedures in all areas: recruitment, onboarding and retention, professional development, transfers and promotions, and retirement
- Identifying targets and tools to improve representation
- Promoting member diversity and wellness programs and other initiatives

| Dimension / Metrics | Baseline | | | |
|--|----------|---|---|---|
| Overall Ethical Behaviour/Respectful Workplace/Diversity and Inclusion | 57% | ✓ | ✓ | ✓ |
| Equity Diversity and Inclusion | | | | |
| The OPS promotes a culture of equity, diversity and inclusion | 58% | ✓ | | |
| Diverse identities and ways of working are value and accepted at my organization | 51% | ✓ | | |
| The OPS purposefully brings people with diverse backgrounds and/or perspectives together to solve problems or make decisions | 49% | ✓ | | |
| Everyone is accepted as an equal member of the team regardless of their identification with a protected ground | 59% | ✓ | | |
| Ethical Behaviour / Respectful Workplace | | | | |
| Members of this organization consistently treat others with dignity and respect | 64% | ✓ | | |
| Unethical behaviour within the OPS is addressed in an effective, fair and timely manner | 31% | ✓ | | |
| I feel comfortable and safe reporting unethical behaviour | 45% | ✓ | | |
| Wellness | | | | |
| Overall member wellness | 58% | | ✓ | |
| OPS is a workplace that puts priority on the health and well-being of its members | 43% | | ✓ | |
| I am satisfied with the current health and wellness programs and resources | 53% | | ✓ | |
| Safe Workplace Program | | | | |
| Overall respectful workplace | 64% | ✓ | | |
| I feel it would be safe to report complaints regarding harassment and discrimination without negative career repercussions | 46% | ✓ | | |
| I have confidence in the Program’s ability to resolve complaint fairly, effectively and in a timely manner | 38% | ✓ | | |
| Workforce Management | | | | |
| Overall workforce Management | 13% | | | ✓ |
| Promotions are made on the basis of individuals’ skills and experience | 10% | | | ✓ |
| The selection process of Sworn transfers is fair and transparent | 11% | | | ✓ |
| The selection process for promotions is fair and transparent | 10% | | | ✓ |
| The selection process for Civilian internal job postings is fair and transparent | 21% | | | ✓ |
| The selection process for Sworn job postings is fair and transparent | 13% | | | ✓ |
| The selection process for temporary assignments is fair and transparent | 12% | | | ✓ |

Work Environment Baseline Metric Details and Insights

Representation of different demographics in the OPS (2017)⁵

- Women: 38.45 percent
- White: 79.6 percent
- Racialized: 13.45 percent
- LGBTQ2: 6.01 percent
- Indigenous: 5.79 percent
- Persons with a disability: 15.57 percent

The census—conducted to capture demographic data on the workforce, and perceptions and experiences related to inclusivity—found that less than half (40.4 per cent) of respondents agreed that they “feel included” at the OPS.

Forty-eight per cent of respondents, which included both sworn and civilian members, said they felt they are “treated fairly and with respect.” Meanwhile, less than two-thirds (63 per cent) of respondents said they agreed the OPS is “committed to and supportive of diversity.”

The report response rate 73% was (1,371 members).

The results did show a small increase in “overall diversity” at the OPS since the previous census conducted in 2012.

The percentages of women and members who identified as visible minorities and as LGBTQ2 all increased slightly, between 2.5 and four percent. Meanwhile, there was a 10.6 per cent increase in the representation of persons with a disability.

The percentage of Indigenous members remained constant over the previous five years, at around six per cent, as did the percentage of female police officers, at around 23 per cent.

Perceptions of diversity and feelings of inclusion at the OPS plummeted particularly among respondents who identify as Asian and Black. Of those demographics, about a third said they disagreed with the statement that the OPS is “committed to and supportive of diversity.”

⁵ Source: Ottawa Police Service 2017 Member Census, Canadian Centre for Diversity and Inclusion

Leadership & Accountability

03

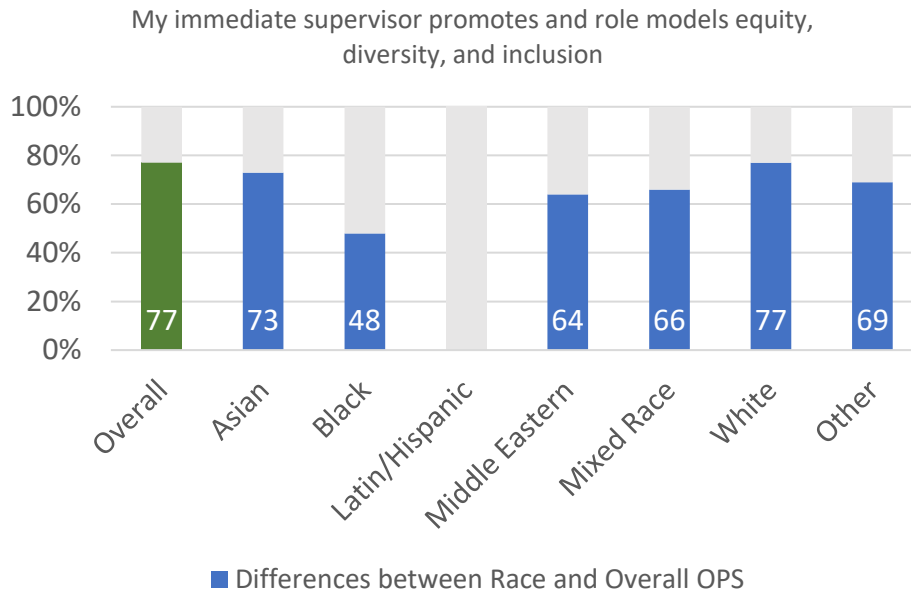
We will equip OPS leaders at multiple levels with the resources needed to promote DRIVE² Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace as well as to model respectful and culturally informed interpersonal relationships by:

- Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making
- Supporting leadership development and coaching in human rights, EDI, and cultural awareness
- Focusing on governance and accountability

| Action Items | Baseline | |
|--|------------|---|
| Ethical Behaviour/Respectful Workplace/Diversity and Inclusion | | |
| My direct supervisor communicates the importance of ethics, inclusion, and respect well | 70% | ✓ |
| My direct supervisor sets a good example in terms of ethical, respectful, and inclusive behaviour | 78% | ✓ |
| I am confident in my supervisor's ability to appropriately respond in a timely and effective manner to matter relating to respect in the workplace | 76% | ✓ |
| Leadership: | | |
| Executive Command | | |
| Establishes a climate of trust and respect | 19% | ✓ |
| Effectively supports the health and wellness of members | 35% | ✓ |
| Promotes, and role models equity, diversity, and inclusion | 34% | ✓ |
| Senior Officers | | |
| Establishes a climate of trust and respect | 27% | ✓ |
| Effectively supports the health and wellness of members | 38% | ✓ |
| Promotes, and role models equity, diversity, and inclusion | 36% | ✓ |
| Middle Management | | |
| Establishes a climate of trust and respect | 65% | ✓ |
| Effectively supports the health and wellness of members | 70% | ✓ |
| Promotes, and role models equity, diversity, and inclusion | 65% | ✓ |
| Immediate Supervisor | | |
| Establishes a climate of trust and respect | 78 | ✓ |
| Effectively supports the health and wellness of members reporting to them | 81 | ✓ |
| Promotes, and role models equity, diversity, and inclusion | 77 | ✓ |
| Intercultural Development Inventory (IDI) assessments | SLT (2021) | ✓ |
| * See results by demographic (next page) | | |

Leadership & Accountability Baseline Metric Details and Insights

Perceptions of supervisor performance on EDI, Respect, and Wellness by race



6

Mixed-Race and Middle Eastern members are less favourable for nearly all the member engagement survey dimensions.

Black and mixed-race employees have less favourable views of their immediate supervisors and middle management, particularly role-modeling of equity and diversity and inclusion.

⁶ Insufficient data for Latin/Hispanic

Connecting & Learning

04

We will be committed to our EDI learning journey and to continuous improvement by focusing on:

- Meaningful engagement and transparent communications, both internally and externally
- Professional development and training
- Measuring progress

| Dimension / Metric | Baseline | | |
|--|------------|---|---|
| Training (Member participation (#) / Jan 2023) | | | |
| Anti-Black Racism | TBD | ✓ | |
| The Path: Your Journey Path Through Indigenous Canada | 2049 | ✓ | |
| ABLE Active Bystandership | ~1900 | ✓ | |
| Call it out: racism, racial discrimination and human rights | 1704 | ✓ | |
| Cultural Awareness and Humility | TBD | ✓ | |
| Kirkpatrick Model level 1 learning evaluation | | | |
| Internal Communications | | | |
| Overall Information and Communication | 29% | | ✓ |
| In general, information is communicated well | 38% | | ✓ |
| Information is widely shared so that everyone can get the required information when it is needed | 36% | | ✓ |
| There are adequate procedures for sharing information | 39% | | ✓ |
| DRIVE² Measurement Framework and Baseline | June 7 '24 | ✓ | ✓ |

DRIVE² Strategy

FOCUS

2023-2027 DRIVE² Strategy

Diversity, Respect, Inclusion, Values, Equity and Engagement

EDI Benchmark

2.7

Connecting & Learning

We will be committed to our Equity Diversity Inclusion (EDI) learning journey and to continuous improvement by focusing on:

Promotes EDI Culture

58%

Leadership & Accountability

We will equip leaders with the resources needed to promote DRIVE² Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace by:

Member Engagement

43%

Members – Work Environment

We will continue to build a diverse, equitable, and inclusive workplace where all members are valued for their unique skills, abilities, and experience by:

Public Trust

64%

Community – Service Delivery

We will collaborate with communities to ensure equitable policing services that build trust by:

Commitments

- Meaningful engagement and transparent communications, both internally and externally;
- Professional development and training; and
- Measuring progress.

Actions

- 4.1. Engagement & Communications Plans
- 4.2. Learning and Development
- 4.3. Data Collection, Measurement, and Key Performance Indicators (KPIs)

- Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making;
- Supporting leadership development and coaching in human rights, EDI, and cultural awareness; and,
- Focusing on governance and accountability.

- Removing barriers to improve employment opportunities (recruitment, selection, hiring, promotion, retention, professional development, transfers, training).
- Identifying targets and tools to improve equity; and,
- Promoting member inclusion, safety, and wellness programs and other initiatives.

- Engaging and building relationships with the many diverse communities we serve;
- Addressing and preventing systemic discrimination in programs, projects, operations, and decisions; and,
- Reducing violence and victimization, and confronting hate against marginalized groups.

These numbers represent our starting point
 Percentages are 'top two box' totals (*strongly agree* and *agree*, or *very good* and *good*). Sources:

- TalentMap 2020 Member Engagement Survey Report November 2020
- IPSOS 2018 Public Research Report September 2018. Margin of error: +/-1.9%, 19 times out of 20.

Diversity Audit 2019 Global Diversity and Inclusion Benchmarks Assessment (5-point maturity scale)

Ottawapolice.ca/DRIVETWO

Version 1.0 2024

The Ottawa Police Service Roadmap to Change

DRIVE² Strategy 2023-2027

Diversity, Respect, Inclusion, Values, Equity, and Engagement

#DRIVEaction
#DRIVEchange
#DRIVEbelonging

2023-2027

DRIVE² Strategy

Diversity, Respect, Inclusion, Values, Equity and Engagement

FOCUS



Together we will drive action in the **DRIVE² Strategy's** four focus areas to ensure we make meaningful progress over the next three years by achieving the following key goals:

- **Excellence in Service Delivery.** The Service recognizes that to best serve the needs of communities, the organization must fully engage with the public leveraging a diverse array of interpersonal skills to gain understanding, mutual respect, and trust.
- **A Diverse, Equitable, and Inclusive Internal Culture.** To support excellence in service delivery, the OPS must foster an internal culture with an intersectional approach, and values diversity and the unique skills, experiences, and contributions of every member.
- **Continuous Exemplary Leadership.** Leaders at all levels must model the way for members, demonstrating respectful interactions and ensuring every member is treated equitably and has equal opportunity to contribute to the organization throughout their respective careers.
- **Continuous Engagement.** Achievement of the above three goals must be supported through continuously connecting and learning: The Service is committed to change and will engage in meaningful interactions with the community as well as with each other for transparency, continuous professional development, measurement, and progress.

Commitments

Actions

- Meaningful engagement and transparent communications, both internally and externally;
- Professional development and training; and
- Measuring progress.

- 4.1. Engagement & Communications Plans
- 4.2. Learning and Development
- 4.3. Data Collection, Measurement, and Key Performance Indicators (KPIs)

- Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making;
- Supporting leadership development and coaching in human rights, EDI, and cultural awareness; and,
- Focusing on governance and accountability.

- 3.1. DRIVE² Strategy 2023-2027
- 3.2. EDI & Engagement Lens
- 3.3. Leadership Development and Coaching

- Removing barriers to improve employment opportunities (recruitment, selection, hiring, promotion, retention, professional development, transfers, training).
- Identifying targets and tools to improve equity; and,
- Promoting member inclusion, safety, and wellness programs and other initiatives.

- 2.1. Employment Systems Review
- 2.2. Self-Identification Data Collection
- 2.3. Safe Workplace Program
- 2.4. Member Wellness Program Enhancements
- 2.5. Employee Resource Groups
- 2.6. Interfaith Prayer Spaces
- 2.7. Chaplain Program Re-Launch

- Engaging and building relationships with the many diverse communities we serve;
- Addressing and preventing systemic discrimination in programs, projects, operations, and decisions; and,
- Reducing violence and victimization, and confronting hate against marginalized groups.

- 1.1. Use of Force Community Review Panel
- 1.2. Hate Crime Response
- 1.3. Race and Equity Data Strategy
- 1.4. Neighbourhood Policing Review
- 1.5. Call Referral Model
- 1.6. Indigenous Relations Journey
- 1.7. Violence Against Women /Femicide
- 1.8. 2SLGBTQQA+/OPS Collaboration
- 1.9. Community Engagement
- 1.10. Guns and Gangs Approach
- 1.11. Conflict Resolution and Peacebuilding
- 1.12. Annual Human Rights Learning Forum
- 1.13. Annual Diversity Celebration
- 1.14. Community Celebrations/Recognitions
- 1.15. Multi-Language Translation Services
- 1.16. Body-Worn Camera Pilot

EDI Benchmark



2.7

Connecting & Learning

We will be committed to our Equity Diversity Inclusion (EDI) learning journey and to continuous improvement by focusing on:

Promotes EDI Culture



58%

Leadership & Accountability

We will equip leaders with the resources needed to promote DRIVE² Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace by:

Member Engagement



43%

Members – Work Environment

We will continue to build a diverse, equitable, and inclusive workplace where all members are valued for their unique skills, abilities, and experience by:

Public Trust



64%

Community – Service Delivery

We will collaborate with communities to ensure equitable policing services that build trust by:

These numbers represent our starting point

Percentages are 'top two box' totals (*strongly agree* and *agree*, or *very good* and *good*). Sources:

- TalentMap 2020 Member Engagement Survey Report November 2020
- IPSOS 2018 Public Research Report September 2018. Margin of error: +/-1.9%, 19 times out of 20.
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Contact Information:

Respect, Values and Inclusion Directorate,
Equity, Diversity and Inclusion Unit
EDI@ottawapolice.ca

Version 2.0: July 22, 2024

Message from the Chief

I'm pleased to present the Ottawa Police Service's new DRIVE² Strategy – our roadmap for transformative change towards a more **Diverse, Respectful, Inclusive, Values-based, Equitable, and Engaging** police service.

In 2020, the Service launched the initial three-year Equity, Diversity and Inclusion (EDI) Action Plan. It was a groundbreaking plan that included 10 action items to improve areas within the Service and for the community. Many positive results have been achieved, but there is much more we have to do to continue the momentum of the initial action plan.

The population of Ottawa has exceeded 1,000,000, and it is a city rich in diversity and multiculturalism. As a public service organization, we recognize the important benefits of not only reflecting the diversity of the population but also providing services and supporting environments that value and respond to the unique characteristics of the many communities within the National Capital Region. As well, the Ottawa Police Service is committed to upholding human rights and the principles of equity, diversity, and inclusion. The Service is on a journey of organizational change, seeking to improve service response and internal culture through multiple approaches.

The new DRIVE² Strategy, developed in collaboration with the Community Equity Council, aligns with the strategic direction of the Ottawa Police Services Board and the Community Safety and Policing Act. The Strategy embeds EDI as a shared responsibility across the Service and sets the organization on a path toward continued teamwork, growth, and progress.

The DRIVE² Strategy will be our roadmap to continue the journey of transformative change our members and the communities we serve both want and deserve.

Success of this new strategy will rely on the commitment of all police members to embrace the plan and find where they can each contribute to positively influence the work environment and our service to communities. We need our members and partners in the community to contribute to the success of this next plan.

Together we will continue this journey and drive action.

Eric Stubbs
Chief of Police

Introduction

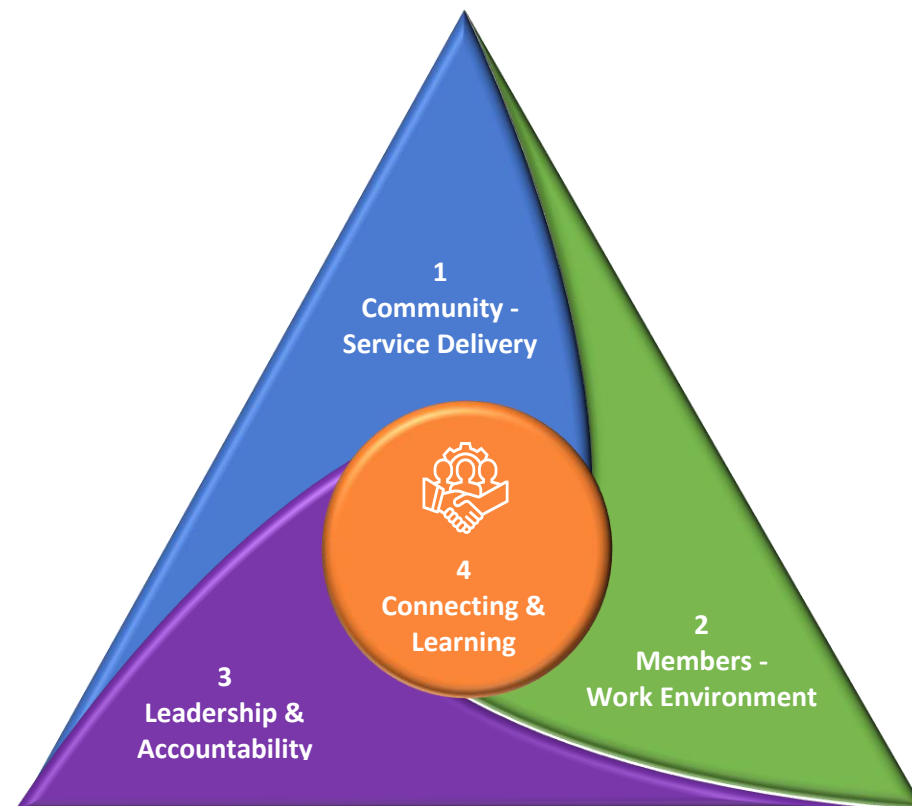
The Ottawa Police Service (OPS) **DRIVE² Strategy** was developed in collaboration with the Community Equity Council (CEC) and is reflective of numerous inputs from both community and OPS members, as well as multiple stakeholder engagements and third-party reviews and audits that identified needed changes to improve culture and service delivery.

Aligned with the Ottawa Police Service Board's 2024 – 2027 Strategic Direction, the OPS DRIVE² Strategy is a comprehensive human rights organizational change strategy with shared responsibility across OPS.

The DRIVE² Strategy builds on the foundational work of its predecessor, the 2020-2022 Equity, Diversity, and Inclusion (EDI) Action Plan (See Appendix A: EDI Action Plan 2020-2022 Accomplishments). Four **key focus areas** to guide our work over the next five years.

1. Community – Service Delivery
2. Members – Work Environment
3. Leadership & Accountability
4. Connecting & Learning

Each focus area supports the achievement of the Strategy's overall goals and includes specific action items that are assigned to leads within the organization to drive proactive change. External stakeholder supports, methods of measurement, and expected outcomes are also included. New action items will be developed during the annual budget process and identified based on police and community member inputs, assessments, and environmental scans.



2023-2027 DRIVE² Strategy – Focus Areas

Current Environment and Calls for Change

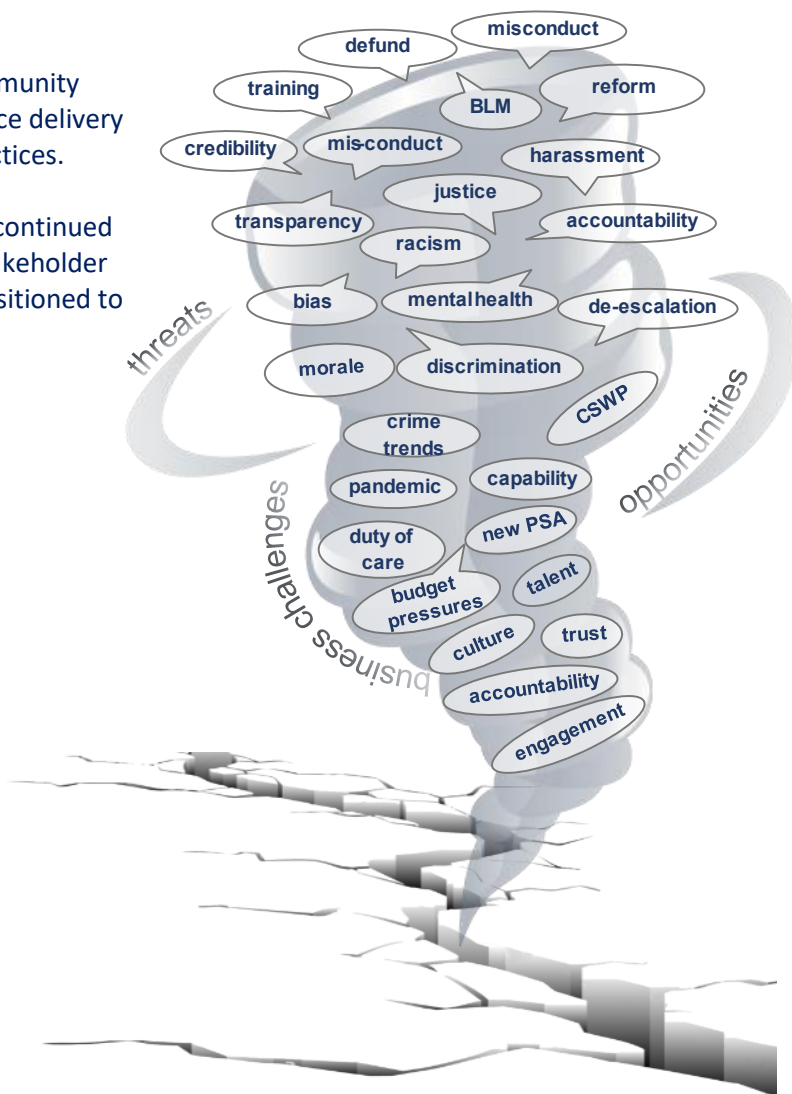
As the nation’s capital police service, the Ottawa Police Service must be acutely aware of the national and international news and events that impact our city – including but not limited to COVID-19, Missing and Murdered Indigenous Women and Girls, unmarked grave site findings at former residential schools, Police Reform demonstrations, Black Lives Matter movements, police defunding efforts, rising violence against women and hate crimes against various communities. These areas of concern are also opportunities to build understanding and relationships, and to enhance public safety and trust. By acknowledging community concerns and the disproportionate impact on specific communities, we can more effectively work together for positive change.

As a police service, the OPS also operates in a constantly changing environment with legislative policing requirements, rulings, and decisions. Faced with budget and staffing pressures, the Service needs to be flexible and transparent to meet and exceed these changing requirements at the federal, provincial, and municipal levels.

Ottawa is a diverse city that continues to grow. The OPS must continue to evolve, adjusting to meet the changing needs of a dynamic and growing population. It is imperative that the Service listens to community needs and builds relationships to effectively address concerns and improve the safety and well-being of all residents.

We know from listening to both police and community members that we need to improve overall service delivery as well as our internal culture, policies, and practices.

The DRIVE² Strategy is the roadmap to support continued transformative change. In collaboration with stakeholder partners and communities, we will be better positioned to navigate through complex and challenging environments to affect positive change.



Setting Goals and Measuring Impact

Together we will drive action in the **DRIVE² Strategy**'s four focus areas to ensure we make meaningful progress by focusing on achieving the following key goals:

1. **Excellence in Service Delivery.** The OPS recognizes that to best serve the needs of Ottawa's communities, the organization must fully engage with the public leveraging a diverse array of interpersonal skills to gain understanding, mutual respect, and trust.
2. **A Diverse, Equitable, and Inclusive Internal Culture.** To support excellence in service delivery, the OPS must foster an internal culture with an intersectional approach that values diversity and the unique skills, experiences, and contributions of every Service member.
3. **Continuous Exemplary Leadership** – OPS leaders at all levels must model the way for members, demonstrating respectful interactions and ensuring every member is treated equitably and has equal opportunity to contribute to the organization throughout their respective careers.
4. **Continuous Engagement** – Achievement of the above three goals must be supported through continuous connecting and learning. The OPS is committed to change and will engage in meaningful interactions with community as well as with each other for transparency, continuous professional development, measurement, and progress.

We are committed to measuring and tracking our progress over time against available benchmarks and metrics to determine if we are reaching our target outcomes in the short and long-term.

We will also conduct assessments and track key performance indicators for each focus area.

Additionally, we will provide regular updates on our progress to the community, the Board and OPS members.

| Action Area | Key Performance Indicator | | | | | | |
|---|---------------------------|--------------------|---------------|--------------------------|---|---------------------|-------------------|
| * Baselined ◎ Strong correlation ○ Some correlation | Public Opinion Survey* | Member Engagement* | Demographics* | Complaint type/Frequency | Race-Based Data (Use of Force & traffic-stops)* | Learning Evaluation | Crime Statistics* |
| Community - Service Delivery | ◎ | | | ○ | ◎ | | ◎ |
| Members – Work Environment | | ◎ | ◎ | ○ | | | |
| Leadership & Accountability | ○ | ◎ | | | | | |
| Connecting & Learning | ◎ | ◎ | | ○ | | ◎ | |

Community – Service Delivery

01

We will collaborate with communities to ensure equitable policing services that build trust by:

- Engaging and building relationships with the many diverse communities we serve;
- Addressing and preventing systemic discrimination in programs, projects, operations, and decisions; and,
- Reducing violence and victimization, and confronting hate against marginalized groups.

| Action Items | Leads | Outcomes |
|--|--|---|
| <p>1.1. Use of Force Community Review Panel</p> <p>Respond to 2020 Use of Force race-based data report recommendation to create a community review panel to improve use of force procedures and training.</p> | <p>Human Resources (PDC)</p> <p>Respect Values & Inclusion (EDI)</p> <p>CEC</p> | <p>- community participation results in improved procedures, training, and race-based data reports</p> |
| <p>1.2. Hate Crime Response</p> <p>- Additional officer for Hate and Bias Crime Unit.</p> <p>- Work with partner coalitions to improve reporting, awareness, and coordination.</p> | <p>Serious & Organized Crime Directorate (HBC) & Neighbourhood Policing Directorate (SPE, DRR)</p> <p>United for All Coalition</p> | <p>- coordination and partnerships lead to improved public awareness, citizen empowerment, and reporting for victims</p> |
| <p>1.3. Race and Equity Data Strategy</p> <p>Develop a Race Data Strategy, as well as policies and procedures, to identify racial disproportionalities and systemic racism in police encounters, specifically Use of Force and traffic stops.</p> | <p>Strategy & Communications Directorate (BPU)</p> <p>Respect Values & Inclusion (EDI)</p> <p>CEC – EDI Committee</p> | <p>- more rapid identification of systemic barriers and collective problem-solving that improves disproportionalities</p> |
| <p>1.4. Neighbourhood Policing Review</p> <p>- Review the Neighbourhood Policing Strategy and NRT model with the CEC to strengthen protocols and deployment.</p> <p>- Begin third-party outcome evaluation with assessment and logic models.</p> | <p>Neighbourhood Policing Directorate</p> <p>CEC</p> | <p>- improved community policing/CSWB approach across OPS</p> |

| Action Items | Leads | Outcomes |
|--|--|--|
| -Embed community policing/CSWB approach across OPS. | | |
| <p>1.5. Call Referral Model</p> <ul style="list-style-type: none"> - Support the community-based Guiding Council for Mental Health & Addictions in its research and efforts to develop an alternative response for low risk calls for service. - Assign an officer and business analyst to the project team to support identification of call types that can be diverted, identify partnerships, and design the referral model by Q4. | Guiding Council for Mental Health & Addictions | - new referral model for low-risk calls meets expectations and improves services |
| <p>1.6. Indigenous Relations Journey</p> <p>In partnership with the Ottawa Aboriginal Coalition (OAC), improve service delivery to unique needs of Indigenous communities by creating:</p> <ul style="list-style-type: none"> - OPS education sessions by Indigenous community members. - Relationship building and problem-solving enhancements via OAC Indigenous Women’s Safety Table. - OPS Indigenous Liaison position. - Indigenous Awareness resources. | <p>Neighbourhood Policing Directorate</p> <p>Investigations Directorate</p> <p>Ottawa Aboriginal Coalition (OAC)</p> | - partnership work leads to improved relationships with and service delivery to Indigenous communities |
| <p>1.7. Violence Against Women (VAW)/Femicide</p> <p>Continue to work with frontline agencies, Indigenous organizations, and VAW partners and stakeholders to develop sensitive and appropriate response to victims of violence and abuse:</p> <ul style="list-style-type: none"> - Support community partners and ensure adequate and timely support for victims referred from OPS to community partners. - Assist in funding a grant writer to support community social service agencies applying for funding. - Ensure all sworn members receive Domestic Violence Investigator course and trauma-informed training and that every section has an identified VAW liaison. | <p>Investigations Directorate</p> <p>Multiple</p> | - partnership activities with partners and service providers leads to improved support and services to VAW victims |
| <p>1.8. 2SLGBTQQIA+/OPS Collaboration</p> <p>Engage with 2SLGBTQQIA+ communities to identify safety needs and improve service response.</p> | <p>Neighbourhood Policing Directorate</p> <p>2SLGBTQQIA+ Community Stakeholders</p> | - relationship work leads to improved service responses increasing safety |

| | | |
|---|---|--|
| <p>1.9. Partnership in Action – Community Engagement</p> <p>Enhance consultation and engagement practices and proactively expand reach to ensure a wider range of people can contribute their diverse insights and ideas in addressing safety priorities.</p> | <p>Neighbourhood Policing Directorate (SPE)</p> | <p>- enhanced community engagement with diverse communities helps set priorities and increase safety</p> |
| <p>1.10. Guns and Gangs Approach</p> <p>Continue to work with Crime Prevention Ottawa on the four-pillar strategy approach to gang and street violence.</p> <ul style="list-style-type: none"> - Participate in provincial guns and gangs strategy. - Increase crime analysis capabilities, dashboard, and partnerships to increase solvency rate for shootings. | <p>Serious & Organized Crime Directorate (G&G)</p> | <p>- decrease in shootings and related crimes</p> |
| <p>1.11. Conflict Resolution and Peacebuilding</p> <p>Build on partnership with the Canadian Institute for Conflict Resolution to expand the conflict resolution and peacebuilding program into communities most impacted by violence and systemic discrimination.</p> | <p>Neighbourhood Policing Directorate (SPE)</p> <p>Canadian Institute for Conflict Resolution</p> | <p>- builds trust and empowers communities to partner for change</p> |
| <p>1.12. Annual Human Rights Learning Forum</p> <p>Work with community partners to plan 9th annual forum (December 2024).</p> | <p>Respect, Values & Inclusion (EDI)</p> <p>Neighbourhood Policing Directorate (SPE, DRR)</p> | <p>- learning forum leads to new relationships and action to improve human rights</p> |
| <p>1.13. Annual Diversity Celebration</p> <p>Work with community partners to create annual Diversity Celebration (June 2024).</p> | <p>Neighbourhood Policing Directorate (DRR)</p> | <p>- increased intercultural awareness, engagement, and partnerships</p> |
| <p>1.14. Community Celebration/Recognition Events</p> <p>Participate in community celebration/recognition events with partners. Examples include:</p> <ul style="list-style-type: none"> - International Women’s Day - Pride Week - Black History Month - Flotilla for Friendship - International Day for the Elimination of Racial Discrimination - National Indigenous Peoples Day - International Human Rights Day | <p>Neighbourhood Policing Directorate (DRR)</p> <p>Multiple</p> | <p>- increased intercultural awareness, engagement, and partnerships</p> |

| | | |
|--|--|---|
| <p>1.15. Multi-Language Translation Services Implement virtual multi-language services application to enhance police-community interactions.</p> | <p>Respect, Values & Inclusion (EDI)</p> | <p>- enhanced communications improve service delivery</p> |
| <p>1.16. In-Car Cameras and Body Worn-Cameras Implement in-car cameras in police vehicles and pilot body-worn cameras with officers.</p> | <p>OPS Digital Evidence Information Management Project</p> | <p>- enhanced transparency and safety to enhance service delivery, court processes, and complaints.</p> |

Members – Work Environment

02

We will continue to build a diverse, equitable, and inclusive workplace where all members are valued for their unique skills, abilities, and experience by:

- Removing barriers to improve employment opportunities and benefits in all areas, including but not limited to recruitment, selection, hiring, promotion, retention, professional development, transfers, and training.
- Identifying targets and tools to improve equity; and,
- Promoting member inclusion, safety, and wellness programs and other initiatives.

| Action Items | Leads | Outcomes |
|---|--|--|
| <p>2.1. Employment Systems Review (ESR)</p> <p>Implementation of an ESR across Human Resources to identify and address systemic barriers to improve equity for all members</p> | <p>Human Resources</p> <p>Respect, Values & Inclusion (EDI)</p> | <p>- identifying and addressing barriers improves equity for all members</p> |
| <p>2.2. Self-Identification Data Collection</p> <p>Implementation of a method for regular collection and reporting of member self-identification information</p> | <p>Human Resources</p> <p>Respect, Values & Inclusion (EDI)</p> | <p>- new self-identification platform results in more regular data collection and analysis</p> |
| <p>2.3. Safe Workplace Program (SWP)</p> <p>Continued implementation of five pillars (prevention, understand, support, respond, restore) to address organizational change that correspond to Rubin Thomlinson report.</p> <ul style="list-style-type: none"> - Mediator Position. - Rollout Case Management System. - Conduct prevention awareness campaign. - Senior Manager Position to oversee SWP. - Implement Integrated Conflict Management System. - Strengthen SWP related policies, procedures, tools, and training to create safe spaces, address workplace conflict issues, and reduce fear of reprisal. - Implementation of a Code of Ethics. - Creation of Champions of Professional Practice of members to act as ambassadors and force multipliers related to sexual violence and harassment in the workplace. - Implement monitoring and evaluation. - Creation of new policy approach to align related human rights and EDI policies together within a unified framework. | <p>Human Resources</p> <p>Respect, Values & Inclusion (WCR)</p> <p>Respect, Values & Inclusion (EDI)</p> | <p>- results in improvements to morale, safety and well-being, engagement</p> |

| Action Items | Leads | Outcomes |
|---|--|--|
| <p>2.4. Member Wellness Program Enhancements</p> <p>The Wellness team will continue to focus on program enhancements to increase member resiliency and morale</p> <ul style="list-style-type: none"> - Improve management of injury and illness severity to reduce costs, including an abilities management process review. - Implement recommendations from the 2021/22 Abilities Management internal audit and WSIB audit - Initiate a shift schedule review with the Ottawa Police Association. - Improve collection and analysis of health and wellness program performance data to better align those members returning to work with modified duties. | <p>Human Resources (WSB)</p> | <p>- member wellness statistics and survey results show improvements</p> |
| <p>2.5. Employee Resource Groups (ERGs)</p> <ul style="list-style-type: none"> - Formalized budgeting for ERGs. - Expansion of ERGs. - ERG events and activities to support international/national recognition events and other member inclusion activities. | <p>Respect, Values & Inclusion (EDI)</p> <p>ERGs</p> | <p>- workplace support, empowerment, and inclusion for members is enhanced</p> |
| <p>2.6. Interfaith Prayer Spaces</p> <p>Creation of interfaith prayer spaces in the workplace for members.</p> | <p>Respect, Values & Inclusion (EDI)</p> <p>Facilities</p> | <p>- 3 prayer spaces are created to support member religious and spiritual needs</p> |
| <p>2.7. Chaplain Program Re-Launch</p> <p>Re-launch Chaplain Program to support religious and spiritual needs of members.</p> | <p>Human Resources (WSB)</p> | <p>- member religious and spiritual needs are enhanced</p> |

Leadership & Accountability

03

We will equip OPS leaders at multiple levels with the resources needed to promote DRIVE² Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace as well as to model respectful and culturally informed interpersonal relationships by:

- Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making;
- Supporting leadership development and coaching in human rights, EDI, and cultural awareness; and,
- Focusing on governance and accountability.

| Action Items | Leads | Outcome |
|--|---|--|
| <p>3.1. DRIVE² Strategy 2023-2027</p> <ul style="list-style-type: none"> - Implementation and monitoring plan. - Governance and accountability framework that includes EDI Sponsor, CEC-EDI Committee, PSB Committee and reporting cycles. | <p>Respect, Values & Inclusion (EDI)</p> <p>CEC-EDI Committee</p> | <ul style="list-style-type: none"> - increased accountability for EDI with regular monitoring and status reporting - increases engagement and trust |
| <p>3.2. EDI & Engagement Lens</p> <p>Ensure full integration and consistent implementation for employment and service delivery projects, policies, and processes.</p> | <p>Respect, Values & Inclusion (EDI & SPE)</p> | <ul style="list-style-type: none"> - barriers are identified and addressed sooner, or prevented, to improve equity and inclusion |
| <p>3.3. Leadership Development and Coaching</p> <p>Intercultural Development Inventory (IDI) assessments, developmental plans, and coaching.</p> | <p>Respect, Values & Inclusion (EDI)</p> | <ul style="list-style-type: none"> - completed IDI assessments and developmental plans lead to enhanced cultural competency with colleagues and community members |

Connecting & Learning

04

We will be committed to our EDI learning journey and to continuous improvement by focusing on:

- Meaningful engagement and transparent internal and external communications;
- Professional development and training; and
- Measuring progress.

| Action Items | Leads | Outcomes |
|--|--|---|
| <p>4.1. Engagement & Communications Plans</p> <p>Create engagement and communications plans to support change management and build capacity for EDI throughout the organization that also helps build trust with stakeholders and communities.</p> | <p>Respect, Values & Inclusion (EDI and SPE)</p> | <p>- increased awareness and engagement for EDI creates momentum for change and builds trust</p> |
| <p>4.2. Learning and Development</p> <p>Ensure a culture of learning with a human rights and EDI learning plan that supports organizational values and includes community participation in the design delivery, and evaluation of training, including:</p> <ul style="list-style-type: none"> - Anti-Black Racism. - Indigenous Cultural Awareness. - Active Bystandership Training. | <p>Human Resources</p> <p>Respect, Values & Inclusion (WCR, EDI)</p> <p>Various partners</p> | <p>- builds understanding and skills that positively impacts internal and external relationships and service delivery</p> |
| <p>4.3. Data Collection, Measurements, and KPIs</p> <ul style="list-style-type: none"> - Improve data collection for employment and service delivery. - Development of realistic KPIs and measurement tools for EDI activities. | <p>Respect, Values & Inclusion (EDI)</p> | <p>- results in improved ability to measure EDI work</p> |

Acknowledgements



The Community Equity Council (CEC), working within an intersectional framework, collaborates with the Ottawa Police Service to work more effectively with Indigenous, racialized, and faith-based communities in Ottawa.

The CEC Committees, which include, but are not limited to, the Anti-Racism Committee, an Indigenous Relations Committee, the Communications Committee, and the EDI Committee, are co-led by a community member and a police member of the CEC.

The CEC and its related Committees were instrumental in advising on the priority action items included in the 2020-2023 EDI Action Plan, assisting in identifying target outcomes and success indicators and conducting important relationship-building activities, including listening circles in the community. The Ottawa Police Service is grateful for this important relationship with the CEC and thanks the dedicated members for their guidance in working together to drive change for this new strategy.

The OPS also acknowledges and thanks the many other individuals who contributed to the development of the **2023-2027 DRIVE² Strategy**, as well as the many who will support its implementation.

The OPS would also like to acknowledge the Global Diversity, Equity & Inclusion Benchmarks for providing a framework to develop the strategy and measure progress.



Appendix A: EDI Action Plan 2020-2022 Accomplishments

The Equity, Diversity, and Inclusion (EDI) Action Plan 2020-2022 was a major deliverable of the Ottawa Police Services Board’s (Board) Strategic Plan in the priority area of making “Meaningful Progress on Equity, Diversity and Inclusion.”

Leading up to the development of the Action Plan, there were several independent reports and recommendations as well as significant input from police and community members that were calling for systemic and cultural change in policing.

At our fifth Annual Human Rights Learning Forum on December 4th, 2019, OPS made a commitment to community and police members to continue our leadership and partnership work on EDI and release an action plan in January 2020. OPS delivered on that commitment by tabling the EDI Action Plan 2020-2022 at the January 27, 2020 Board meeting.

The concise and user-friendly action plan with ten priority items was developed with input from a variety of sources including previously released related reports and significant inputs from both police and community members. OPS also worked closely with the Community Equity Council (CEC) and its working committees to design the plan, set the priorities, and implement the plan.



Creating a police service our community and members deserve
The way we treat each other is manifested in the way we police the public

Extensive Police & Community Engagement:
Surveys, audits, complaints, studies, reports, and recommendations for change.

The following table provides a summary of completed work – much of it built in collaboration with community stakeholders and partners such as the CEC. Further details are available in the EDI Action Plan: 2020–2022 Closeout Report, presented to the Board in March 2023.

The OPS is proud of the important foundational work completed to date and its progress on the journey to becoming a more equitable, inclusive, and diverse police service. While we have outlined the many accomplishments towards this goal in the EDI Action Plan: 2020 – 2022 Closeout Report, there is much more work to do. The DRIVE² Strategy 2023-2027 builds on those accomplishments. It’s critical to maintain the momentum of creating a Service that police and community members want and deserve.

| | | | | |
|--|--|--|--|--|
| <p>Build EDI Office</p> <ul style="list-style-type: none"> • Build & Leverage SME: capacity, coordination, comms • RVI Directorate Build – REV, SPE, EDI • Move DRR to leverage and build capacity at neighbourhood level • Safer Workplace Office created • Lean staffing model based on decentralized EDI work across OPS • Design measurement frameworks & logic models • CEC EDI Committee for governance and accountability | <p>Leadership & Coaching</p> <ul style="list-style-type: none"> • Develop Leadership Commitment & Competency • Human Rights & EDI leadership session on: Anti-Black Racism, Trauma Informed Training, Intercultural development • Intercultural Development assessments & plans (IDI) • Executive Sponsorship for EDI, Safe Workplace Program • Senior Leadership on CEC and CEC committees • Executive Sponsors for ERGs are senior leaders who guide/support • Business owners and sponsors for VAW, Indigenous Women’s Safety Table | <p>EDI Lens Toolkit</p> <ul style="list-style-type: none"> • Tool to identify EDI gaps, barriers, & opportunities to improve employment and service delivery • EDI and Engagement Lens developed for internal/employment & service delivery – application to projects, programs, policies, and programs • EDI review and participation on transfer review process, new competency framework, leadership development program, performance management system. • Inclusive Language guides developed | <p>Expand Community Policing - NRTS</p> <ul style="list-style-type: none"> • Expand proactive community engagement for improved trust and relationship building • Expansion of NRTs • Participation on City Community Safety & Well-Being Planning Table • Indigenous Women’s Safety Table • OPS Business Owner for Violence Against Women partnership work • Committee participation with Stakeholders– Youth Advisory Committee (YAC), CDF Steering Table, Equity Ottawa, Aboriginal Working Committee • Partnerships to address gun violence - healing circles and peacebuilding • Recognition of national/international events/days of remembrance for women, 2SLGBTQIA+, Indigenous, Black, and racialized | <p>Recruitment & Background Process</p> <ul style="list-style-type: none"> • Address barriers/ inequities and enhance inclusion to be competitive in employment and better reflect our community • Continued improvements and enhancements to recruitment and background process. • Identified next steps include further application of EDI lens and detailed employment systems review as well as setting hiring targets |
| <p>Enhance Member Wellness</p> <ul style="list-style-type: none"> • Improve member wellness & inclusion • Expanded Wellness Unit and programming, including resources • Creation and support of Employee Resource Groups (ERGs) • Wellness Unit support to Pandemic Team for member supports and accommodations | <p>Mental Health Response</p> <ul style="list-style-type: none"> • Create strategy to improve mental health response(s) and outcomes • Creation of Guiding Council of stakeholders and development of community-led mental health strategy connected to City of Ottawa Community Safety and Well-Being Plan and the Ottawa Local Immigrant Partnership Network | <p>Improve Member Complaint Process</p> <ul style="list-style-type: none"> • Improve Member Complaint Process, including creation of a special joint project with the Board to address sexual violence and harassment in the workplace. • Special project led to third party reporting period with recommendations. • Creation of a Safe Workplace Program • Creation of independent Safe Workplace Office and resources to improve complaint and investigation process with central triaging and reporting. | <p>Hate Crimes Section</p> <ul style="list-style-type: none"> • Improve OPS response to increasing Hate Crimes • Hate Crime Section created and resourced • Partnerships with stakeholders including, United for All Against Hate and Community Equity Council. • Human Rights Learning Forum – Understanding Trauma of Hate and Bias (December 2022). | <p>Systemic Discrimination</p> <ul style="list-style-type: none"> • Continue leadership work to address systemic discrimination and racial profiling concerns with partners and members • Develop human rights & EDI Learning strategy • Introduce new learning opportunities: Trauma informed session, Anti-Black Racism session, Indigenous Cultural Awareness E-learning modules, EDI and Intercultural learning modules, Racial profiling case review, Call it Out – Understanding Systemic Racism, and Active Bystander training program. • Use of Force data collection report and recommendations to create a Uoff Citizens Review Panel and create an OPS Race and Equity Data Strategy • New position - Senior Data Analyst in Equity/Social Identity (Nov.22) |

Appendix B: Key Definitions

Anti-racism: an active and consistent process of change to eliminate individual, institutional, and systemic racism as well as the oppression and injustice racism causes.

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.

Community Engagement: action that encourages the participation of neighbours and citizens in increasing their own and others' safety, security and well-being. Community Engagement is the process by which citizens are engaged to work and learn together on behalf of their communities to create and realize bold visions for the future.

Cultural Competence: an ability to interact effectively with people of different cultures, particularly in human resources, non-profit organizations, and government agencies whose employees work with persons from different cultural/ethnic backgrounds.

Diversity: the presence of a wide range of human qualities and attributes within an individual, group, or organization. Diversity includes such factors as age, sex, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background, and expertise.

Equity: fairness and impartiality. It is a distinct process of recognizing differences within groups of individuals and using this understanding to achieve substantive equality.

Human rights: refers to rights legally enshrined in international human rights conventions and Canada's human rights laws, including the Canadian Human Rights Act, the federal Employment Equity Act, the Charter of Rights and Freedoms, and provincial human rights codes including the Ontario Human Rights Code.

Inclusion: appreciating and using our unique differences, strengths, and talents in a way that shows respect for the individual and ultimately creates a dynamic multi-dimensional organization.

Intersectional: 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.

Self-identification: the voluntary, confidential, self-disclosure of one or more personal identity characteristics, typically protected grounds of discrimination under human rights legislation (i.e. gender).

Systemic racism: patterns of behaviour, policies or practices that are part of the structures of an organization, and which create or perpetuate disadvantage for racialized persons.

Appendix C: Acronyms

2SLGBTQIA+: 2-Spirit, Lesbian, Gay, Bisexual, Transgender, Transsexual, Queer, Questioning, Intersex, and Asexual. The plus sign encompasses other identities not listed.

CEC: Community Equity Council

CICR: Canadian Institute for Conflict Resolution

CSWB: Community Safety and Well-being

EDI: Equity, Diversity, and Inclusion

ERG: Employee Resource Group

ESR: Employment Systems Review

HRLF: Human Rights Learning Forum

IDI: Intercultural Development Inventory

KPI: Key Performance Indicator

OAC: Ottawa Aboriginal Coalition

OPS: Ottawa Police Service

PDC: Professional Development Center

PSB: Police Services Board

SPE: Strategic Partnerships and Engagement

SWP: Safe Workplace Program

TMS: Talent Management System

VAW: Violence Against Women

WCR: Workplace Conflict Resolution

WSIB: Workplace Safety and Insurance Board

Appendix D: Ottawa Police Service Board Strategic Direction



Strategic Direction 2027

A trusted partner in building an inclusive, equitable and safe Ottawa

Enhance Community Safety

- Develop a community policing model that is (more) responsive to unique geographical and community priorities.
- Work with partners to deliver alternative responses that address root causes of crime and disorder, in alignment with the City's Community Safety and Wellbeing Plan.
- Modernize the use of technology and data to enhance community safety, operations and equity.

Build Trust Through Strong Partnerships

- Work with community partners to support effective service delivery and promote better outcomes.
- Engage with the community and act on feedback, inspired by proven solutions and successful best practices.
- Improve communication and openness around our people, activities and processes.

Equity, Diversity, and Inclusion - Strengthen our Commitment to Human Rights

- Deliver culturally sensitive services that address varied member and community concerns.
- Build trust in all communities, with a focus on Indigenous, 2SLGBTQIA+, Black, faith-based, and additional racialized and marginalized communities through a commitment to mutually developed solutions.
- Support diversity and inclusion within the workforce by respecting the individual skills and experiences of every employee and providing equitable access to opportunities.
- Continue to evolve our culture through best practices, measurements and inclusive internal processes.

Advance & Support a Resilient Thriving Membership

- Stabilize the workforce by appropriately staffing the Service.
- Invest in OPS member wellness.
- Cultivate a workplace where Members feel valued and morale is high.

NOTES



DIVERSITY - RESPECT - INCLUSION - VALUES - EQUITY - ENGAGEMENT

Report to / Rapport au:

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

22 July 2024 / 22 juillet 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: ANNUAL USE OF FORCE REPORT - 2023

OBJET: RAPPORT ANNUEL DE L'EMPLOI DE LA FORCE - 2023

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

EXECUTIVE SUMMARY

The Ottawa Police Service (OPS) is committed to transparency and accountability. This commitment includes annual reporting on incidents in which OPS officers use or display force against a member of the public.

The vast majority of calls for service (99.9%) are resolved with officer presence and communication. Use of Force is extremely rare; however, events in which police officers use force can have large impacts on individuals and communities. When force is displayed or used, officers are obligated to file a report about the incident. This document is a summary and analysis of Use of Force reports submitted by OPS officers in 2023.

OPS officers displayed or used force against one or more individuals in 261 incidents in 2023, which represents an average of 1.19 incidents per 1,000 dispatched calls. Almost half of the Use of Force incidents (47%) involve displaying, rather than applying force.

Situations involving weapons were the most common type of incident in 2023 (21%); the second most common type of incident involved a person in crisis or barricaded subject (18%). The third largest category of incident was violent crime or active attacker (13%).

Most Use of Force incidents (80%) involved one individual, but in some cases (13% of incidents) there were multiple subjects. However, of the incidents in which officers used or displayed force, 17 (7%) involved officers drawing their weapons in the presence of people without pointing or displaying these weapons toward any individual in particular. For example, officers can be called to a scene due to suspicion of an armed individual. Upon their arrival, they may draw their weapon while searching the premises, but they do not direct it toward anyone if the suspect is not found.

In 2023, there were 310 individuals involved in Use of Force incidents. Since 2020, the OPS has been reporting on the perceived race of subjects involved in Use of Force incidents. The percentage of racialized subjects against whom force is used has remained relatively consistent. In 2023, 46% of Use of Force subjects were racialized, which is equivalent to the four-year average. Black and Middle Eastern subjects continue to be over-represented in Use of Force incidents relative to their share of Ottawa's population. Black individuals are over-represented at more than three times (3.3) their share of the City's population; Middle Eastern subjects at almost twice (1.8) their share. The percentage of Indigenous subjects involved in Use of Force incidents is 1.5 times higher than their share of the population.

The new Use of Force reporting template this year requires identification of the perceived gender and age of subjects. In 2023, men made up a significant majority of individuals involved in Use of Force incidents (89%) as well as the majority of individuals against whom force was applied (91%). Individuals perceived to be between the ages of 25 and 34 made up the largest age category (33%) against whom force was demonstrated or applied.

Officers indicate the reasons for which they use force against an individual, as well as the factors impacting their decision. For each of the 310 individuals against whom force was demonstrated or applied, officers indicated an average of three reasons for doing so, the most common of which were to protect self (80%), effect an arrest (72%), and protect other officers (55%). The most frequently selected factors impacting their decision were the nature of the call (60%), subject's access to weapons (46%), and

active resistance from the individual involved (32%). Of the 310 individuals involved in Use of Force incidents in 2023, 47% had, or were perceived to have, weapons.

Outcomes of Use of Force incidents can include injuries to subjects and/or officers. Of the 310 individuals involved in Use of Force incidents in 2023, there were 18 (6%) individuals injured. One was fatally injured, six individuals received injuries requiring medical attention at a medical facility, and another four had minor injuries requiring First Aid. Additionally, there were 15 officers injured in 2023, three of whom required treatment at a medical facility.

BACKGROUND

Police officers have the authority to use force in the lawful execution of their duties. They also have a responsibility to use only the level of force reasonably necessary to bring an incident under control effectively and safely.

The elimination of systemic racism and implicit bias is a priority for the OPS. In addition, the OPS has committed to improving the experiences of Black, Indigenous, racialized people, and various equity-seeking groups in their encounters with OPS members and the criminal justice system more broadly. To this end, the OPS collects and reports on race and identity-based data (RIBD).

The collection, analysis, and reporting of RIBD is being done in compliance with Ontario's Anti-Racism Act (ARA), which requires law enforcement agencies to "identify and monitor racial disparities in order to eliminate systemic racism and advance racial equity." Collection of race-based data began in 2020. Data collection relies on officer perception, described in the ARA as 'Participant Observer Information'. Officers are not to ask the individual for their self-identified characteristics since the intent of collecting and reporting RIBD is to identify and address bias on the part of police. This race and identity-based data collection complies with human rights legislation such as Ontario's Human Rights Code, the Canadian Human Rights Act and the Charter of Rights and Freedoms.

Updated Use of Force Report Template

In 2022, the Ontario Ministry of the Solicitor General (SolGen) developed a revised template for Use of Force reporting (UFR), to be adopted as of January 1, 2023. This new standardized report is a dynamic template with up to 40 pre-defined variables. It includes data capture for subject race, gender, and age category (as perceived by the officer at the time of use of force), as well as type of force used, any weapons involved, injuries sustained, etc. As the SolGen suggests, these reports be used for officer

training, policy and procedure requirements, and analysis of racial disproportionalities and disparities.

The new standardized UFR allows for a more nuanced level of analysis than has previously been possible. Reporting on the gender and age category of subjects is also in alignment with requests from the community and stakeholders. That said, given changes to reporting categories, identification of trends and comparisons with previous years is not possible in all sections of analysis provided in the discussion below. One of the most significant changes is that prior to this report, the OPS analyzed the reasons for Use of Force by incident. In this report, and from this point forward, reasons for Use of Force will be analyzed and reported by subject. This recognizes that in an incident involving more than one subject, officers may assess and respond to each individual differently.

DISCUSSION

The following discussion examines Use of Force incidents and subjects in detail. It begins with a summary of Use of Force reporting requirements, OPS training, Duty of Care, and response to persons in crisis. Discussion Section 2 provides analysis of the 261 Use of Force incidents in 2023, including the number of occurrences by quarter, the incident types, and the location types. Discussion Section 3 examines the 310 subjects involved in Use of Force incidents, including race, gender, and age categories. Discussion Section 4 looks at reasons for which officers displayed or used force in 2023, as well as the factors influencing their decisions. Discussion Section 5 reviews outcomes of Use of Force incidents, with particular attention to injuries to subjects and officers.

There are three appendices to this report. Appendix A provides the data tables which have been discussed in the report and/or presented in charts and graphs. Appendix B provides two examples of scenarios in which officers may use force with a person in crisis. Appendix C provides an overview of the methodology applied in the analysis and drafting of this report.

Discussion Section 1: Use of Force Reporting, Training, and Duty of Care

Many principles and procedures guide police interventions, decisions, and training. Particularly relevant to Use of Force are the reporting requirements to the Ministry of the Solicitor General, Duty of Care principles, and Use of Force training. For example, a supplement to the Community Safety and Policing Act, 2019, O. Reg. 391/23 states the following restrictions on drawing handgun, pointing, and discharging firearm: A member of a police service “shall not draw a handgun, point a firearm at a person or discharge a

firearm unless they believe, on reasonable grounds, that to do so is necessary to protect against loss of life or serious bodily harm.”

Reporting requirements

Police services in Ontario are required to submit a Use of Force Report to the SolGen whenever an officer:

- draws a handgun in the presence of a member of the public, points a firearm at a person or discharges a firearm;
- uses a weapon on another person;
- draws, displays, points, or discharges a conducted energy weapon (CEW) to a person with the intention of achieving compliance;
- uses physical force on another person that results in an injury requiring medical attention.

The OPS Professional Development Centre (PDC) is responsible for reviewing each UFR, filing completed UFRs with the SolGen, and maintaining an internal repository of completed UFRs.

Officer training

The PDC ensures that all sworn members are trained and certified in Use of Force. They also make sure OPS officers receive training in crisis management and de-escalation, training which instructs officers on how to use the least amount of force required in any situation. All new recruits to the OPS receive extensive Use of Force training, with a strong focus on communication and de-escalation techniques. De-escalation strategies are designed to prevent and/or assist officers to minimize the amount of force required in a situation. Employing de-escalation strategies to peacefully resolve an incident is a fundamental goal of OPS Use of Force training.

OPS members participate in an annual full-day Use of Force requalification, which includes communication, de-escalation, firearms, and defensive tactics. This requalification includes training scenarios that require using appropriate responses to people in crisis and mental health distress. On-going training is designed to ensure officers can quickly assess situations, determine appropriate responses, evaluate whether physical methods are required, and prevent injuries to the subject, members of the public, and police officers.

The Ontario Public-Police Interactions Training Aid is a framework that updated the previous Use of Force model in May 2023. New training has been launched to ensure that all officers are familiar with this new training aid. This training is in addition to the

officer's annual Use of Force requalification. This training aid assists officers in continuously assessing each situation and selecting the most reasonable option for any given point in time. Often the demonstration of force is enough to achieve compliance from the subject. Indeed, almost half (47%) of Use of Force incidents involved displaying rather than applying force.

Duty of Care

OPS officers are also trained in, and guided by, the principles of Duty of Care, which recognize that members are always to act in a manner that promotes the well-being of the community, individual members of the public, and other members of the Service. The concept of Duty of Care is reflected in the Community Safety and Policing Act, the provincial legislation that replaced the Police Services Act in April 2023. Duty of Care is also entrenched in OPS policies and procedures.

Duty of Care principles recognize that all members of the public deserve to be treated with dignity and have their well-being supported. Victims of crime are owed the emotional support they need; they have the right to expect that their problems will be taken seriously and investigated in a competent manner. Suspects of offenses have the right to be treated in accordance with the Charter of Rights and Freedoms and to be cared for when they are in need.

Duty of Care also recognizes that members of the OPS may be impacted both physically and psychologically due to exposure to traumatic and emotionally damaging events. The OPS has several layers of support available to support member wellness.

Duty of Care exists in situations in which OPS members use force on a subject. Once the situation has de-escalated, and when it is safe to do so, OPS members will deliver various levels of medical intervention and request the assistance of trained medical personnel to ensure the prioritization of life.

Persons in crisis

Police are often called to engage with persons experiencing a mental health crisis or with someone who is feeling suicidal. This may present as the individual having delusions, hallucinations, disorganized behavior, disorganized speech, or a combination thereof. In any case, when a person is experiencing a mental health crisis, communication and reasoning will often become impaired.

The role of officers when engaging with a person experiencing a mental health crisis is to diffuse the crisis by de-escalating and attempting to offer support and solutions. This is most often achieved without the use of any physical force or physical intervention.

The OPS Mental Health Unit (MHU) provides training to patrol officers on signs and symptoms of mental health disorders and how to interact with someone experiencing a mental health crisis. The OPS also engages trained negotiators where appropriate and, in certain circumstances, may request assistance from trained mental health professionals.

If, despite these interventions, and if the crisis situation results in the person becoming a danger to themselves, a danger to others, or should the person no longer have the inability to care for themselves, police have a duty to act in order to ensure the safety of the person in crisis and the safety those around them. Police officers may decide to apprehend the person under the Ontario Mental Health Act and bring them to the hospital for assessment and treatment. In other cases, a doctor or a judge may have issued a Mental Health form directing police to bring the person to hospital.

Since a person who is experiencing a mental health crisis may have impaired communication and reasoning skills, the act of getting them help may be difficult. They may not realize or appreciate that they are in need of intervention and may refuse assistance or deny that there is a mental health issue at play (as they may not be able to see it for themselves). In these cases, police make every attempt to de-escalate and reason with the person but because of their impaired thinking processes and communication skills, de-escalation may be unsuccessful. There are times when police are required to use physical force to intervene with the end goal of keeping the person in crisis safe and those around them safe. See Appendix B for example scenarios, provided by the MHU, in which officers may use force in an incident involving mental health and/or a person in crisis.

Discussion Section 2: Use of Force Incidents

In 2023, OPS officers were dispatched to approximately 220,000 calls. Of these calls, there were 387 UFRs for 291 incidents involving the display or Use of Force. Thirty-one reports, and 30 incidents, were for incidents which OPS members used their weapons on animals, primarily to end the suffering of animals involved in motor vehicle accidents.¹ The analysis below focuses on the 356 reports and 261 incidents in which OPS officers displayed or used force toward human subjects.

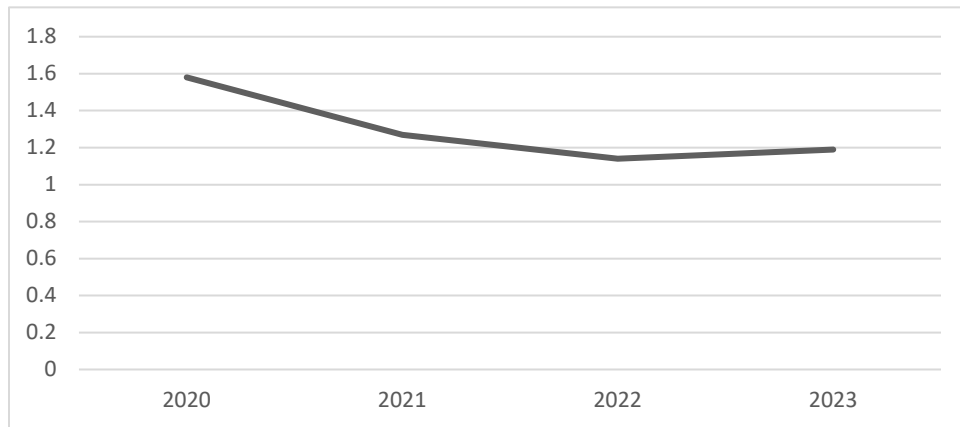
¹ The one incident with two reports for the same event involved the situation on April 24, 2023, in which officers put down a black bear in Kanata.

This analysis section examines Use of Force incidence by per thousand dispatched calls (by year and by quarter), as well as by incident type, location type, and type of force used.

Use of Force occurrences, per thousand dispatched calls

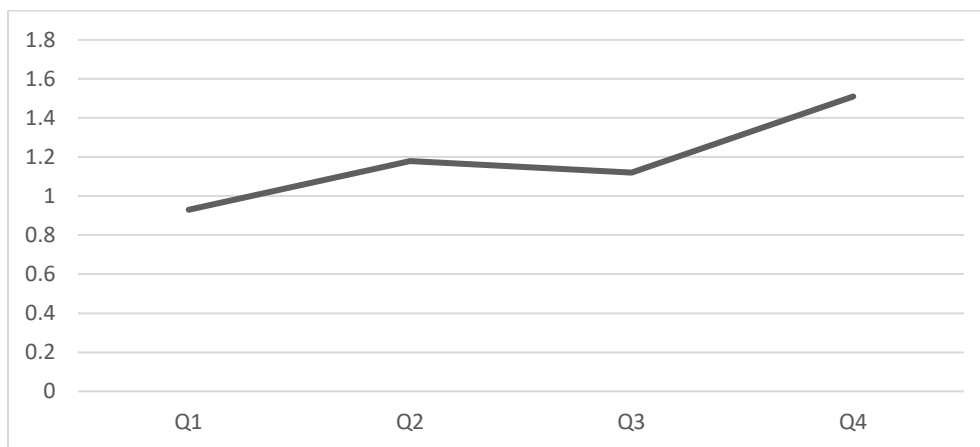
Use of Force by OPS officers has generally trended down in recent years. In 2020, OPS officers used force an average of 1.58 times per thousand dispatched calls. In 2021 and 2022 there were 1.27 and 1.14 Use of Force incidents per thousand dispatched calls, respectively. In 2023, OPS officers used or displayed force an average of 1.19 times per thousand dispatched calls (see Figure 1 and Appendix A, Table 1A).

Figure 1: Use of Force Incidents per Thousand Dispatched Calls, 2020-2023



In 2023, the number of Use of Force incidents per thousand dispatched calls trended up and was highest in the fourth quarter (see Figure 2 and Appendix A, Table 2A).

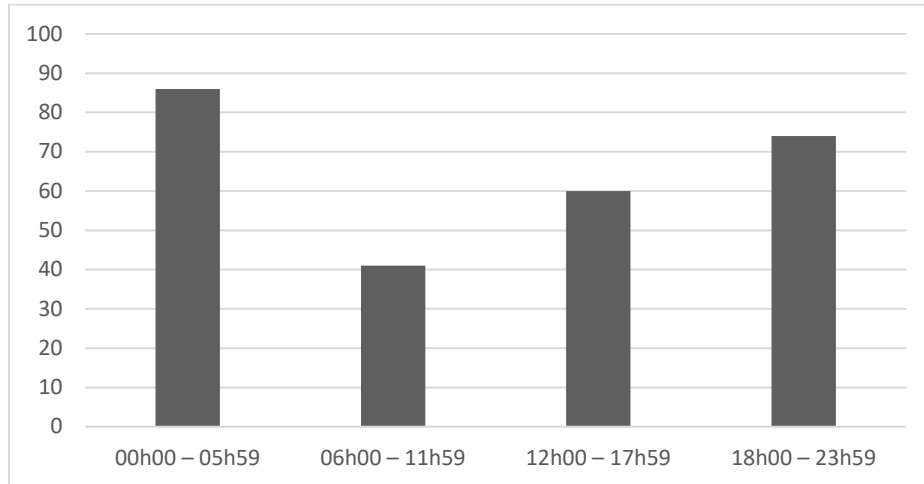
Figure 2: Use of Force Incidents per Thousand Dispatched Calls, by quarter 2023



Use of force was most likely to occur between midnight and the early morning (see Figure 3). The 261 incidents in 2023 were almost equally divided before and after noon

(51% after, 49% before). The hour with the highest number of incidents was between 4 and 5 am (45 incidents) (see Appendix A, Table 3A).

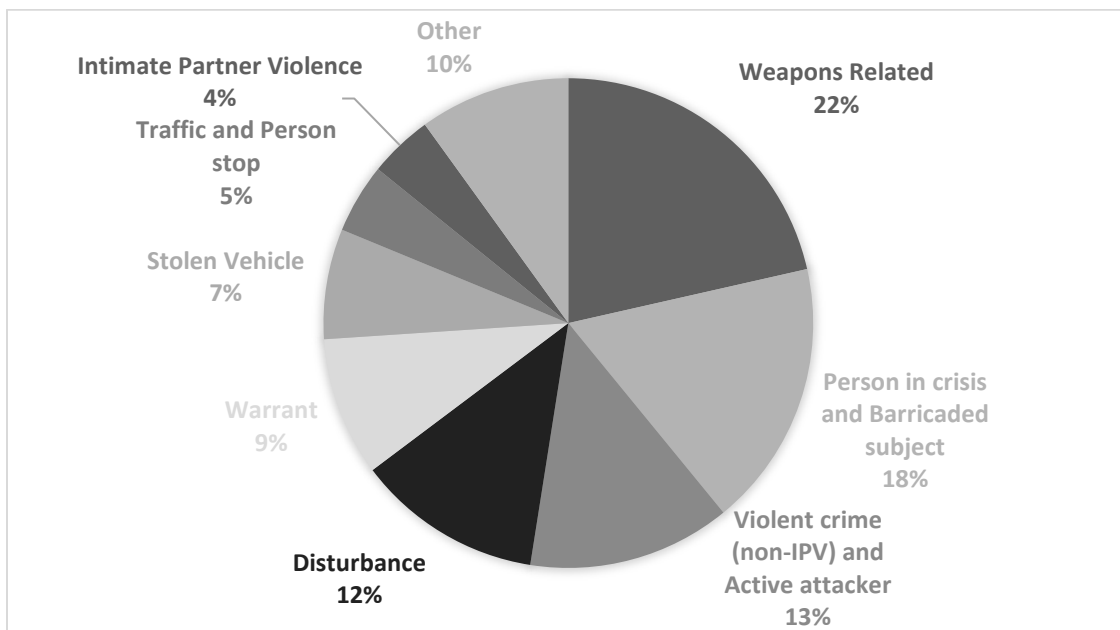
Figure 3: Approximate time of day period when force was applied (n=261)



Incident type

Use of Force incidents can be categorized by the type of incident to which police officers responded, such as a violent crime, disturbance, or person in crisis. The most common incidents involving Use of Force in 2023 were calls relating to weapons (21%). The second most common category was calls relating to a person in crisis or barricaded subject (18%) (see Figure 4 and Appendix A, Table 4A).

Figure 4: Incident type (n=261)



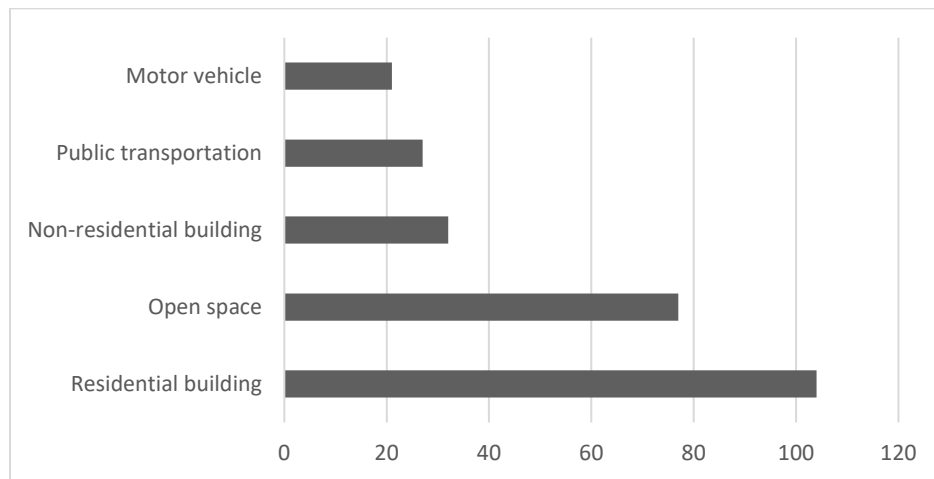
Location type

In addition to indicating the type of incident to which they responded, officers indicate the type of location where force was applied from the following five options:

- Residential building (e.g., private dwelling, community-based dwelling)
- Non-residential building (e.g., business, public institution)
- Motor vehicle (e.g., personal vehicle)
- Open space (e.g., park, field, parking lot)
- Public transportation (e.g., station, bus)

In 2023, the majority of Use of Force incidents took place in either residential buildings (40%) or open spaces (30%) (see Figure 5 and Table 5A in Appendix A).

Figure 5: Location type where force was applied (n=261)



Type of force

In a single incident, one or more officers may display or apply one or more types of force. As such, while there were 261 incidents in 2023 in which force was demonstrated or used on a member of the public, a total of 457 types of force, for unique incidents, were reported in 356 reports (see Table 1). In Appendix A, Table 5A provides a breakdown of the types of physical control as well as types of force by subjects.

Table 1: Type of force used on subjects in incidents, 2021-2023

| Force Category | Type of Force | 2021 | 2022 | 2023 |
|-------------------------------|--|------|------|------|
| Aerosol Weapon | Aerosol (Pepper Spray) | 1 | 4 | 10 |
| Physical Control | Soft empty hand | 38 | 27 | 50 |
| | Hard empty hand | 28 | 21 | 52 |
| | Sub-total physical control | 66 | 48 | 102 |
| Impact Weapon (Baton) | Soft impact weapon | 3 | 1 | 2 |
| | Hard impact weapon | 1 | 3 | 3 |
| | Sub-total impact weapon | 4 | 4 | 5 |
| Firearm | Rifle pointed | 35 | 22 | 20 |
| | Handgun drawn | 212 | 134 | 111 |
| | Handgun pointed | 108 | 101 | 69 |
| | Firearm discharged | 1 | 3 | 3 |
| | Sub-total firearms | 356 | 260 | 203 |
| Conducted Energy Weapon (CEW) | CEW demonstrated force | 118 | 76 | 64 |
| | CEW deployed | 75 | 81 | 69 |
| | Sub-total CEW | 193 | 157 | 133 |
| Other ³ | Arwen, K9, Pepper ball, CS (chlorobenzalmalononitrile) vapor, Distraction device | 1 | 9 | 4 |
| TOTAL | | 619 | 483 | 457 |

As in prior years, conducted energy weapons (CEWs) were the most frequently used weapon by officers. Just over half of Use of Force incidents in 2023 involved the

demonstration or use of a CEW. Handgun drawn and handgun pointed were the second most frequent types of force used by officers (43% and 26% of incidents, respectively).

Firearms were discharged in three incidents in 2023, resulting in injuries to the subjects, one of which was fatal. All of these were investigated and cleared by the provincial Special Investigative Unit (SIU). See discussion below on Outcomes of Use of Force Incidents.

Discussion Section 3: Use of force subjects

There were 310 individuals toward whom officers demonstrated or used force in 2023. Most Use of Force incidents (n=209, 80%) involved one individual, but in some incidents, there were multiple subjects (n=35, 13%) (see Table 2).

Table 2: Number of Subjects involved in Use of Force incidents, n=261

| Number of subjects in each incident | Number of incidents | % of incidents |
|-------------------------------------|---------------------|----------------|
| 1 | 209 | 80% |
| 2 | 21 | 8% |
| 3 | 9 | 3% |
| 5 | 2 | 1% |
| 6 | 1 | 0% |
| 8 | 2 | 1% |
| 0 | 17 | 7% |

Of the incidents in which officers used or displayed force, 17 (7%) did not directly involve any subjects. Examples of these incidents include officers responding to a call about a suspected weapon, such as in a public building or on public transport. In such situations, officers are authorized to draw their weapon if they believe the proactive drawing of their firearm is necessary to protect against loss of life. Officers will make this decision based on the information available to them at that time, as well as their knowledge, skills, abilities, and experience. Following the incident, the circumstances are reviewed by both the officers' supervisor and the Use of Force Analyst.

The following discussion analyzes the 310 subjects involved in Use of Force incidents by perceived race, as well as by the newly added categories of gender and age.

Perceived race of subjects

OPS officers are required to report on their perception of the subject's race when completing their Use of Force report.² These data help ensure public accountability and help to promote fair and equitable service delivery. As in previous years, to analyze the race data in UFRs, the percentage of the race groups amongst Use of Force subjects is compared with the percentage of race groups within the city's population (please refer to Table 3).³ A ratio of 1.0 times means the group's proportion of subjects in Use of Force incidents corresponds to its proportion in the general population. Consistent with previous Use of Force reports, race groups are described as having "disproportionately high incidences in Use of Force" when their proportion is above a ratio of 1.2 times.

Table 3: Proportions of race groups, comparing Census data of residents to Use of Force subjects (n=310)

| Race Groups (total n=310) | Ottawa Resident Populations, 2021 | Use of Force Subjects, 2023 | Ratio of Share of Subjects to Share of Population |
|---------------------------|-----------------------------------|-----------------------------|---|
| White (n=167)* | 68% | 54% | 0.79 |
| Black (n=81) | 8% | 26% | 3.3 |
| Middle Eastern (n=33) | 6% | 11% | 1.8 |
| Indigenous (n=19) | 4% | 6% | 1.5 |
| Other Racialized (n=10) | 8% | 3% | 0.4 |

*n refers to the number of Use of Force subjects from that race group category in 2023

Three racialized groups are over-represented in Use of Force incidents. Black people were the most significantly over-represented at 3.3 times their share of Ottawa's 2021 resident population. Middle Eastern people are also over-represented at 1.8 times what

² As per the Ontario Data Standards for the Identification and Monitoring of Systemic Racism, police services should collect race-based information "if there are observed unequal outcomes for Indigenous, Black, and racialized persons, persistent complaints of systemic racial barriers, and/or widespread public perception of systemic racial barriers or bias within the organization". Indirect collection of race-based data (based on observation) is authorized under Ontario's Anti-Racism Act.

³ The most recent Census data from Statistics Canada for Ottawa resident population is from 2021.

we could expect based on population. Indigenous people were over-represented at 1.5 times their population.

Records of the OPS officer-perceived race have been collected and reported on since 2020. Table 4 below compares 2023 Use of Force subjects, by race, relative to the previous three years. However, when interpreting these results, it is important to keep in mind the changes to reporting requirements, such that prior to 2023 report formats, officers could not indicate the perceived race of more than three subjects.

Table 4: Percentages of Use of Force subjects, by race, 2020-2023

| Perceived Race Group | 2020 | 2021 | 2022 | 2023 | Four-year average |
|----------------------|------|------|------|------|-------------------|
| White | 52% | 52% | 58% | 54% | 54% |
| Black | 28% | 26% | 25% | 26% | 26% |
| Middle Eastern | 12% | 11% | 10% | 11% | 11% |
| Indigenous | 4% | 6% | 2% | 6% | 5% |
| Other Racialized | 4% | 6% | 6% | 3% | 5% |

As demonstrated in the Table 4, over the last four years, the percentages of OPS Use of Force incidents with racialized subjects has remained relatively stable, between 48% in 2020 and 2021, 42% in 2022, and 46% in 2023. More specifically, the percentage of Black subjects has ranged between 25 and 28%. Similarly, the percentage of subjects perceived to be Middle Eastern has been between 10 and 12%. The percentage of Indigenous subjects has ranged from 2 to 6 %; while that of other racialized subjects has been between 3 and 4%.

Incident types, by subject race groups

The External Review Race Data in Use of Force Reporting by the Ottawa Police Service, 2020 (Foster and Jacobs 2022) recommended not only examining the incident type of calls in which OPS officers used force, but also asking if there are patterns in the race data with regard to types of incidents. Figure 6 shows comparison of the top five occurrence types, by the overall incidents, for White, Black, and other racialized subjects (see Appendix A, Table 6A).

Figure 6: Comparison of top 5 incident types by race groups

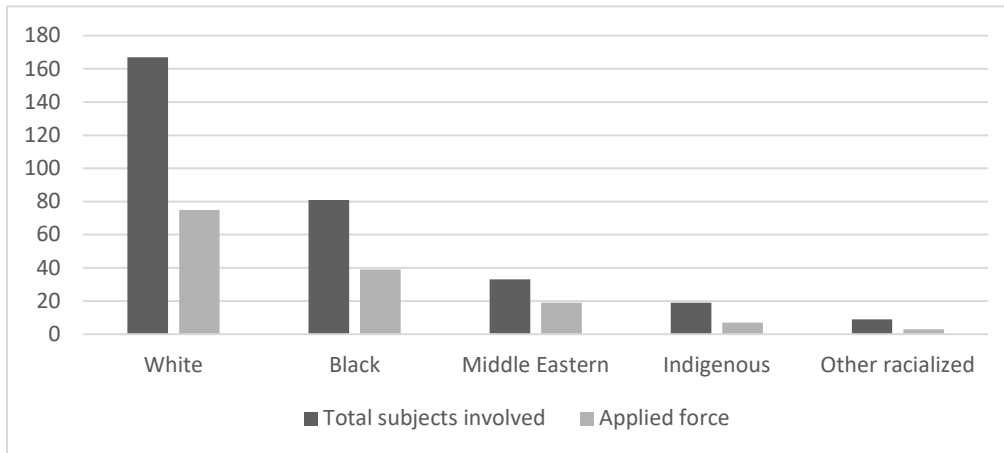
| | |
|--|---|
| <p>Top 5 incident types overall (n=261):</p> <ul style="list-style-type: none"> • Weapons (21%) • Person in crisis & Barricaded subject (18%) • Violent crime & Active attacker (13%) • Disturbance (12%) • Warrant (9%) | <p>Top 5 incident types for White subjects (n=167):</p> <ul style="list-style-type: none"> • Weapons (20%) • Person in crisis & Barricaded subject (20%) • Warrant (13%) • Violent crime & Active attacker (11%) • Disturbance (10%) |
| <p>Top 5 incident types for Black subjects (n=81):</p> <ul style="list-style-type: none"> • Violent crime & Active attacker (17%) • Weapons (15%) • Warrant (14%) • Disturbance (12%) • Traffic & Person stop (12%) | <p>Top 5 incident types for other racialized subjects (n=62):</p> <ul style="list-style-type: none"> • Weapons (29%) • Disturbance (19%) • Person in crisis & Barricaded subject (13%) • Warrant (10%) • Investigation & Police custody (6% each) |

Applied or demonstrated force, by race groups

As noted above, the demonstration of force is often enough to achieve compliance from the subject, and almost half of Use of Force incidents involve displaying rather than applying force. Similarly, almost half of subjects involved in Use of Force incidents had force displayed toward them, rather than applied against them (n=143, 46%).⁴

Figure 7 below shows both the number of subjects from each race groups against whom force was used (dark grey column) and the number of those against whom force was applied (light grey column) (see also Appendix A, Table 7A).

⁴ Applied force includes aerosol (OC) spray, CEW deployment, firearm discharge, soft and hard use of impact weapon, as well as any physical control. Demonstrated force includes handgun drawn and/or pointed, rifle pointed, CEW-drawn and/or pointed.

Figure 7: Percentage of subjects against whom force was applied, by race group

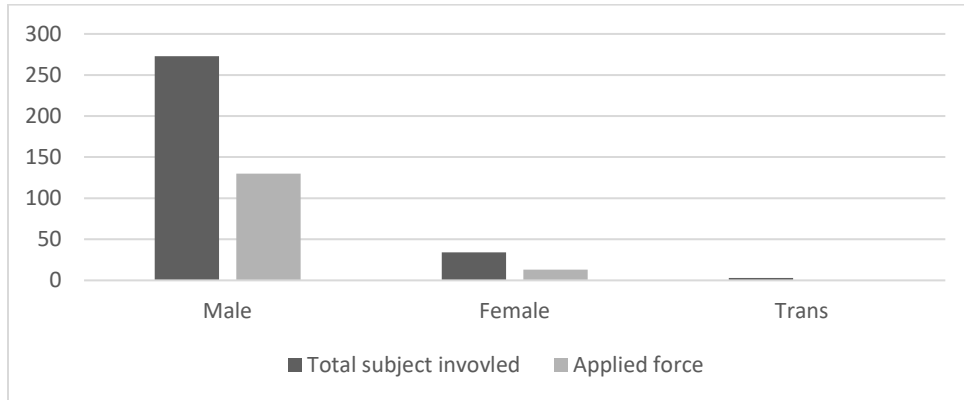
When examined by race group, Middle Eastern and Black subjects were more likely than White, Indigenous or other racialized groups to have force applied against them; 58% of the Middle Eastern subjects, and 48% of the Black subjects, had force applied against them, compared to 45% of White subject, 37% of Indigenous subjects, and 33% of the other racialized subjects.

Perceived gender of subjects

As of January 2023, officers completing the UFR have been required to indicate the perceived gender and age category of subjects against whom force was demonstrated or applied.

Men make up the majority of individuals involved in Use of Force incidents (89%), as well as the majority of individuals against whom force was applied (91%). Considered another way, of the men involved in Use of Force incidents, 48% had force applied against them, while 38% of the women had force applied against them. There were three individuals identified as Transgender/Non-binary who were involved in Use of Force incidents in 2023; none of them had force applied against them (see Figure 8, Table 8A).

Figure 8: Individuals involved in Use of Force incidents, by perceived gender



Incident type, by gender

Female subjects were most likely to be involved in situations involving the execution of a warrant, while male subjects were most likely to be involved in weapons-related incidents (see Figure 9, Table 9A).

Figure 9: Comparison of top 5 incident types by gender groups

| Top 5 incident types for male subjects (n=273): | Top 5 incident types for female subjects (n=34): |
|---|--|
| <ul style="list-style-type: none"> • Weapons (21%) • Person in crisis & Barricaded subject (15%) • Disturbance (14%) • Violent crime & Active attacker (13%) • Warrant (10%) | <ul style="list-style-type: none"> • Warrant (33%) • Person in crisis & Barricaded subject (14%) • Weapons (12%) • Traffic & Person stop (12%) • Intimate Partner Violence (9%) |

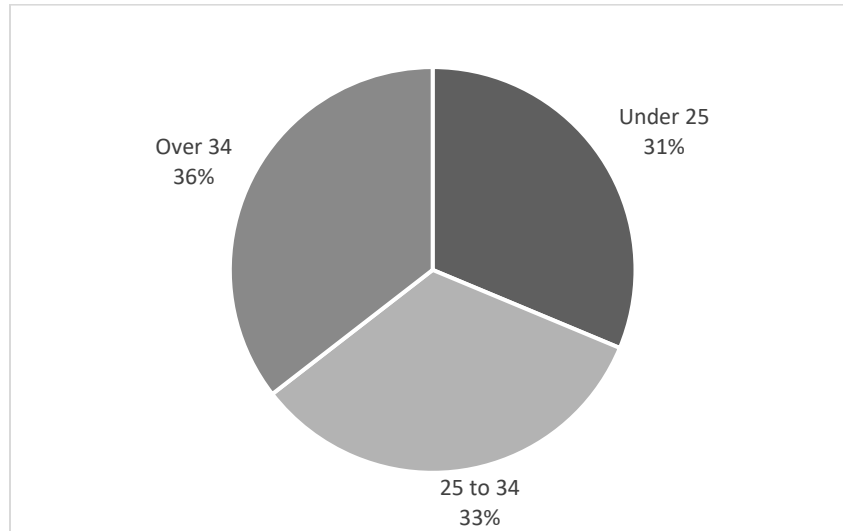
One interesting finding when examining Use of Force incidents by gender category is that of the women involved, the majority were in incidents involving two or more individuals (59%). For men the inverse is true; the majority of males were in incidents in which they were the only subject (70%). Another finding is that a slightly higher percentage of female subjects were unarmed (59%) compared to male subjects (53%).

Perceived age of subjects

In addition to indicating the perceived race and gender, officers were required to identify the perceived age category for subjects involved in Use of Force incidents.

Individuals perceived to be between the ages of 25 and 34 make up the largest age category (33%), roughly equivalent to those both under (31%) and over (36%) that age group (see Figure 10 and Table 10A).

Figure 10: Perceived age category of subjects, n=310



More specifically, 18- to 24-year-olds and 35- to 44-year-olds each make up 24% of the total individuals. Only 23 (7%) were under the age of 18, and only one individual was perceived to be older than 65 (see Table 10A in Appendix A).

Discussion Section 4: Reasons for Use of Force

Police officers must have just cause to use force against an individual. In the 2023 UFR, officers could select one or more of nine provided reasons when explaining why they used force against each of the individuals involved in an incident. Reasons were associated with each individual, rather than the incident in general (as was the case for previous UFRs). As such, for the 310 individuals involved in Use of Force incidents in 2023, officers provided 1,018 reasons (an average of just over three reasons per individual) (see Table 11A in Appendix A).

The top three reasons provided were:

- Protect self (n=247, for 80% of individuals)
- Effect arrest (n=222, for 72% of individuals)
- Protect other officer(s) (n=172, for 55% of individuals)

Officers also selected factors that influenced their response, which reflect an officer's assessment of the likelihood of injury to themselves, the subject, other officers and/or members of the public.

For the 310 individuals, officers identified 767 factors, the top three of which were:

- Nature of call (n=183, for 60% of individuals)
- Subject perceived/believed to have access to weapon(s) (n=144, for 46% of individuals)
- Resistant active (n=100, for 32% of individuals)

Possession of Weapons by Subject

Of the 310 individuals involved in Use of Force incidents in 2023, 145 (47%) had, or were perceived to have, weapons. As indicated in Table 5, the most common category of weapons is firearms (for 48% of armed individuals), the second is knife or edged weapon (for 38% of armed individuals). Note that an individual may have, or be perceived to have, access to one or weapons, so of the 145 individuals with weapons, there are 156 types of weapons noted in UFRs (see Table 5).

Table 5: Categories of weapons, by individual, n=145

| Category of weapon | Number of Subjects having weapons | % of Subjects having weapons |
|--------------------------------------|-----------------------------------|------------------------------|
| Firearm (incl. handgun and long gun) | 69 | 48% |
| Knife / edged weapon (incl. glass) | 55 | 38% |
| Unknown type of weapon | 12 | 8% |
| Club or impact weapon | 5 | 3% |
| Other (such as vehicle, hard object) | 15 | 10% |

When considering the perceived race categories of individuals with weapons, the percentages of race categories among armed subjects are very close to the percentages of race categories among all Use of Force subjects.

For example, a total of 80 White individuals had or were perceived to have weapons, and thus made up a little over half (55%) of the 145 people with weapons. This is similar to their proportion of all Use of Force subjects (54%). Similarly, Black individuals made up 25% of those who were armed, and 26% of those involved in Use of Force incidents. For all racialized individuals, their percentage of those who were armed to those

involved in Use of Force incidents is also almost identical (19% and 20%, respectively) (see Table 6).

Table 6: Subjects possessing weapons, by race category, n=145

| Race group of subjects | Percentage of subjects possessing weapons* |
|--------------------------------|--|
| White (n=80) | 55% |
| Black (n=36) | 25% |
| Other racialized groups (n=28) | 19% |

* Percentage of subjects possessing weapons refers to the number of subjects in a race category who possessed weapons relative to the number of all subjects who possessed weapons.

Looked at another way, of the 167 White individuals involved in Use of Force incidents, 48% of them were armed. Of the 81 Black individuals, 44% were armed, and 47% of the other 62 racialized individuals were armed.

Discussion Section 5: Outcomes of Use of Force incidents

This final analysis section examines outcomes of OPS Use of Force incidents. As noted above, almost half of OPS Use of Force incidents involve the display, not application, of force. OPS officers rarely discharge their firearm or CEW.

Outcomes of Use of Force incidents can include injuries to subjects and/or officers. Of the 310 individuals involved in Use of Force incidents in 2023, there were 18 (6%) who were injured. One individual was fatally injured, six individuals received injuries requiring medical attention at a medical facility, another four had minor injuries requiring First Aid or no treatment, and four individuals fled before it could be verified that they were uninjured.

Pursuant to section 15 of the Special Investigative Unit (SIU) Act, the SIU investigates the conduct of police officers in incidents that result in death, serious injury, sexual assault or the discharge of a firearm at a person. A person sustains a “serious injury” for purposes of the SIU’s jurisdiction if they: sustain an injury as a result of which they are admitted to hospital; suffer a fracture to the skull, or to a limb, rib or vertebra; suffer burns to a significant proportion of their body; lose any portion of their body; or, as a result of an injury, experience a loss of vision or hearing. In addition, a “serious injury” means any other injury sustained by a person that is likely to interfere with the person’s health or comfort and is not transient or trifling in nature.

In relation to Use of Force Incidents in 2023, the SIU conducted the following six investigations:

- Case Number 23-OCI-279: Subject was accidentally hit by a door while attempting to barricade
- Case Number 23-OFD-243: Armed subject was fatally shot by police when advancing on officers and not heeding calls to drop their weapons
- Case Number 23-OFI-071: The Tactical Unit returned fire with the subject, who was subsequently injured
- Case Number 23-OFP-075: Subject fell after CEW deployment and sustained facial injuries
- Case Number 23-OFP-303: Subject was evading police and ARWEN was deployed
- Case Number 23-OFP-517: Shots were fired at a subject in a vehicle that attempted to hit officers during a traffic stop

All of the cases were concluded without charges with the exception of 23-OFP-517 which is still under investigation.

Analysis of Use of Force reporting includes examination of whether racialized subjects experienced disproportionately high incidences of serious outcomes. Of the individuals who were injured in Use of Force incidents, 28 percent were racialized, and 72 percent were White. This suggests that racialized individuals, who comprised 46 percent of subjects in Use of Force incidents, were not disproportionately injured.

When considered by gender, 89% of subjects injured were male. As noted above, men make up the majority of individuals involved in Use of Force incidents (89%) as well as the majority of individuals against whom force was applied (91%). Thus, their injury rate is proportional to their involvement in Use of Force incidents.

The age distribution of those injured is also comparable to the age distribution of total subjects, such that those between the ages of 25 and 34 comprise 39% of the injured subjects, while 27% of injured subjects were under 18, and 33% were older than 34.

Incident types in which subjects were injured include:

- weapons-related calls (5 individuals),
- persons in crisis (4 individuals),
- disturbance calls (3 individuals),

- violent crime calls (2 individuals), and
- one individual in traffic, investigation, dispute, and assist other agency calls.

There were 15 officers injured in 2023, three of whom required treatment at a medical facility. A third of these individuals were injured in incidents involving a person in crisis. Other incident types in which officers were injured include disturbance (3 officers), warrant (2 officers) and one officer in a traffic, violent crime, active attackers, weapons, and stolen vehicle. The most serious injuries to officers occurred in the active attacker and weapons calls, as well as in one of the disturbance calls.

CONSULTATION

This report has been prepared in participation with the OPS Professional Development Centre (PDC) and input from the Mental Health Unit and the Equity, Diversity, and Inclusion Unit. The report will be provided to the Community Equity Council as well as to the newly established Use of Force Review Committee.

SUPPORTING DOCUMENTATION

Appendix A – Data Tables

Appendix B – Person in Crisis scenarios

Appendix C – Research Methods

CONCLUSION

The vast majority of calls for service (99.9%) are resolved with officer presence and communication. OPS officers used force in only 1.19 incidents per 1,000 dispatched calls in 2023. Of the incidents in which officers used force, almost half were resolved with only the display of force, rather than its application. This demonstrates that officers are effectively resolving, with minimum forceful intervention, the vast majority of incidents to which they respond.

Calls involving armed individuals can be dangerous for officers, the public, and the subjects involved. It is not surprising that the most common incidents involving Use of Force in 2023 were weapons-related (21%). Indeed, more than a quarter (27%) of the individuals injured in Use of Force incidents in 2023 were involved in weapons-related calls, as was one of three seriously injured officers.

Incidents relating to a person in crisis or barricaded subject are complex and challenging calls for police. As in previous years, mental health calls were among the most frequent types of incidents involving display or use of force in 2023. Almost a quarter (22%), of individuals injured in Use of Force incidents were involved in person in

crisis situations, as were five officers. The OPS is continuing to work closely with community partners, in particular the Guiding Council on Mental Health Responses, to improve responses to mental health calls to effect better outcomes for both subjects and officers.

Concerns about systemic racism and disproportionate engagement with racialized populations have prompted changes to the collection, analysis, and reporting of race data. Since 2020, the OPS has included race data in Use of Force reporting. The proportion of racialized subjects involved in Use of Force incidents has remained relatively stable since 2020; Black and Middle Eastern subjects continue to be disproportionately involved, relative to their share of Ottawa's resident population. However, when applying the race categories of subjects involved in Use of Force incidents as the benchmark (comparative) metric, rates of injuries do not suggest that racialized individuals are more likely than White individuals to be injured during Use of Force incidents.

Outcomes of Use of Force incidents can include injuries to subjects and/or officers. Of the 310 individuals involved in Use of Force incidents in 2023, there were 18 (6%) individuals injured. One was fatally injured, six individuals received injuries requiring medical attention at a medical facility, another four had minor injuries requiring First Aid. This indicates that even when police officers use force, serious injuries are rare. There were 15 officers injured in 2023, three of whom required treatment at a medical facility. In 2023, the OPS DRIVE2 Strategy was developed in collaboration with the Community Equity Council (CEC). It identified necessary changes for improvements to police culture and service delivery. One of the key recommendations was the establishment of a community review panel to improve Use of Force procedures and training. Launch of this Committee is anticipated in the fall of 2024. The OPS is also committed to working with this Use of Force Committee and to responding to their recommendations.

Appendix A – Data Tables

Table 1A: Use of Force per 1,000 dispatched calls, 2020-2023

| Year | Dispatched calls | Use of Force incidents | Use of Force incidents per 1000 dispatched calls |
|------|------------------|------------------------|--|
| 2020 | 221,370 | 348 | 1.58 |
| 2021 | 223,306 | 284 | 1.27 |
| 2022 | 214,930 | 245 | 1.14 |
| 2023 | 220,119 | 261 | 1.19 |

Table 2A: Use of Force per 1,000 dispatched calls, by quarter 2023

| 2023 Quarters | Dispatched calls | Use of Force incidents | Use of Force incidents per 1000 dispatched calls |
|---------------|------------------|------------------------|--|
| Q1 | 51,377 | 48 | 0.93 |
| Q2 | 57,552 | 68 | 1.18 |
| Q3 | 58,040 | 65 | 1.12 |
| Q4 | 53,150 | 80 | 1.51 |

Table 3A: Number of Use of Force Incidents by Time of Day, n=261

| Time Period | Hour | Number of Use of Force Incidents, by hour | Number of Use of Force Incidents, by period |
|---------------|---------------|---|---|
| 00h00 – 05h59 | 00h00 – 00h59 | 7 | 86 |
| | 01h00 – 01h59 | 6 | |
| | 0h200 – 02h59 | 9 | |
| | 03h00 - 03h59 | 11 | |
| | 04h00 – 04h59 | 45 | |
| | 05h00 – 05h59 | 8 | |

| | | | |
|---------------|---------------|----|----|
| 06h00 – 11h59 | 06h00 – 06h59 | 4 | 41 |
| | 07h00 – 07h59 | 7 | |
| | 08h00 – 08h59 | 5 | |
| | 09h00 – 09h59 | 8 | |
| | 10h00 – 10h59 | 8 | |
| | 11h00 – 11h59 | 9 | |
| 12h00 – 17h59 | 12h00 – 12h59 | 15 | 60 |
| | 13h00 – 13h59 | 13 | |
| | 14h00 – 14h59 | 7 | |
| | 15h00 – 15h59 | 9 | |
| | 16h00 – 16h59 | 8 | |
| | 17h00 – 17h59 | 8 | |
| 18h00 – 23h59 | 18h00 – 18h59 | 17 | 74 |
| | 19h00 – 19h59 | 5 | |
| | 20h00 – 20h59 | 10 | |
| | 21h00 – 21h59 | 14 | |
| | 22h00 – 22h59 | 17 | |
| | 23h00 – 23h59 | 11 | |

Use of Force incidents (n=261) was grouped by time at which the incident started, as indicated on the Use of Force Report.

Table 4A: Incident Type, n=261

| Incident Type | Count of incidents | % of incidents (n=261) |
|---|--------------------|------------------------|
| Weapons Related | 56 | 21% |
| Person in crisis and barricaded subject | 46 | 18% |
| Disturbance | 32 | 12% |
| Violent crime (non-IPV) and active attacker | 35 | 13% |
| Warrant | 24 | 9% |
| Stolen Vehicle | 19 | 7% |
| IPV | 11 | 4% |

| | | |
|----------------------------------|----|----|
| Traffic and Person stop | 11 | 4% |
| Investigation and Police custody | 7 | 3% |
| Family/Neighbour/Other dispute | 6 | 2% |
| Public order and Other statutes | 5 | 2% |
| Property crime and Drugs | 4 | 2% |
| Assisting other agency | 3 | 1% |
| All other | 1 | 0% |
| Homicide | 1 | 0% |

Table 5A: Type of Force, by incident (n=261) and subject (n=310)

| Type of force | Incidents in which this type of force was used | Subjects against whom this type of force was used |
|----------------------------------|--|---|
| Aerosol (OC spray) | 10 | 23 |
| Impact weapon (Baton) hard | 3 | 3 |
| Impact weapon (Baton) soft | 2 | 2 |
| CEW demonstrated force | 64 | 77 |
| CEW deployment | 69 | 69 |
| Handgun drawn | 111 | 127 |
| Handgun pointed | 69 | 84 |
| Handgun discharged | 1 | 1 |
| Empty hand soft | | |
| Physical control-escort | 15 | 16 |
| Physical control-joint locks | 11 | 11 |
| Physical control-other | 3 | 7 |
| Physical control-pinning | 18 | 18 |
| Physical control-pressure points | 3 | 3 |

| | | |
|---|----|----|
| Empty hand hard | | |
| Physical control-grounding | 51 | 57 |
| Physical control-strikes | 1 | 17 |
| Rifle pointed | 20 | 34 |
| Rifle discharged | 2 | 2 |
| Other | 2 | 2 |
| Canine | 2 | 2 |
| Extended Range Impact Weapon - pointed | 1 | 1 |
| Extended Range Impact Weapon - deployment | 1 | 1 |

Table 6A: Incident types, by race group, 2023, n=310

| Incident Type | Total incidents (n=261) | White subjects (n=167) | Black subjects (n=81) | Other racialized subjects (n=62) |
|---|--------------------------------|-------------------------------|------------------------------|---|
| Weapons Related | 56 | 33 | 12 | 18 |
| Person in crisis and Barricaded subject | 46 | 33 | 6 | 8 |
| Violent crime (non-IPV) and Active attacker | 35 | 19 | 14 | 3 |
| Disturbance | 32 | 16 | 10 | 12 |
| Warrant | 24 | 22 | 11 | 6 |
| Stolen Vehicle | 19 | 15 | 5 | 3 |
| IPV | 11 | 8 | 1 | 3 |
| Traffic and Person stop | 11 | 6 | 10 | 2 |
| Investigation and Police custody | 7 | 2 | 3 | 4 |
| Family/Neighbour/Other dispute | 6 | 3 | 1 | 2 |
| Public order and Other statutes | 5 | 4 | 0 | 1 |
| Property crime | 4 | 2 | 0 | 0 |
| Assisting other agency | 3 | 4 | 0 | 0 |
| All other | 1 | 0 | 8 | 0 |

Table 7A: Applied force, by race group, n=310

| Race Group | Total subjects in race group | Number on whom force was applied | Percentage of race group against whom force was applied |
|------------------|------------------------------|----------------------------------|---|
| White | 167 | 75 | 45% |
| Black | 81 | 39 | 48% |
| Middle Eastern | 33 | 19 | 58% |
| Indigenous | 19 | 7 | 37% |
| Other racialized | 9 | 3 | 33% |
| TOTAL | 310 | 143 | 46% |

Table 8A: Perceived gender of Use of Force Subjects, n=310

| Perceived gender category | Total subjects involved in UoF incidents | Total subjects against whom force was applied | Percentage of gender group against whom force was applied |
|---------------------------|--|---|---|
| Male | 273 | 130 | 48% |
| Female | 34 | 13 | 38% |
| Transgender / Non-binary | 3 | 0 | 0% |

Table 9A: Incident type, by gender group

| Incident Type | Total incidents (n=261) | Females (n=34) | Males (n=273) | Trans / Non-binary (n=3) |
|---|-------------------------|----------------|---------------|--------------------------|
| Weapons Related | 56 | 4 | 58 | 1 |
| Person in crisis and Barricaded subject | 46 | 5 | 40 | 2 |
| Violent crime (non-IPV) and Active attacker | 35 | 2 | 34 | |
| Disturbance | 32 | | 38 | |
| Warrant | 24 | 11 | 28 | |
| Stolen Vehicle | 19 | 1 | 22 | |
| IPV | 11 | 3 | 9 | |
| Traffic and Person stop | 11 | 4 | 14 | |
| Investigation and Police custody | 7 | | 9 | |
| Family/Neighbour/Other dispute | 6 | 2 | 4 | |
| Public order and Other statutes | 5 | | 5 | |
| Property crime | 4 | | 2 | |
| Assisting other agency | 3 | | 4 | |
| All other | 1 | 2 | 6 | |

Table 10A: Perceived age and gender categories

| Age and gender categories | Number of subjects |
|---------------------------|--------------------|
| 12 to 17 | 23 |
| Female | 4 |
| Male | 18 |
| Trans | 1 |
| 18 to 24 | 74 |
| Female | 4 |
| Male | 69 |
| Trans | 1 |
| 25 to 34 | 103 |
| Female | 12 |
| Male | 91 |
| 35 to 44 | 74 |
| Female | 9 |
| Male | 64 |
| Trans | 1 |
| 45 to 54 | 22 |
| Female | 2 |
| Male | 20 |
| 55 to 64 | 13 |
| Female | 3 |
| Male | 10 |
| 65 and older | 1 |
| Male | 1 |

Table 11A: Reasons for display or use of force against an individual

| Reason for Use of Force | Total count of reason selected (n=1,018) | Percentage of individuals for whom this was a reason (n=310) |
|--------------------------|--|--|
| Protect self | 247 | 80% |
| Effect arrest | 222 | 72% |
| Protect other officer(s) | 172 | 55% |
| Protect public | 143 | 46% |
| Prevent an offence | 96 | 31% |
| Prevent escape | 82 | 26% |

| | | |
|--------------------|----|-----|
| Protect subject(s) | 50 | 16% |
| Other | 6 | 2% |

Table 12A: Factors for display or use of force against an individual

| Factor in deciding to display or use force | Total count of factor selected (n=767) | Percentage of individuals for whom this was a factor (n=310) |
|---|---|---|
| Nature of call | 183 | 59% |
| Subject has access to weapons | 144 | 46% |
| Resistant active | 100 | 32% |
| Assaultive | 96 | 31% |
| Risk of serious bodily harm or death | 71 | 23% |
| Physical size, strength, abilities of subject | 53 | 17% |
| Resistant passive | 31 | 10% |
| Past history with subject | 30 | 10% |
| Other | 59 | 19% |

Appendix B – Persons in crisis, example scenarios

The OPS Mental Health Unit provided the following two scenarios of examples of incidents in which officers may deploy force in a situation involving mental health and/or persons in crisis. Note that these examples include descriptions that some people may find disturbing.

Scenario 1

A scenario where officers may be required to use force might be a call for a male who is experiencing psychosis. He is paranoid and experiencing auditory hallucinations that are directing him to remove the demon from their mother. He has grabbed the mother who has managed to get away and has now called 911. Officers attend and attempt to speak with the person experiencing the mental health crisis. He is not receptive at all to them and attempts to pass officers to get to his mother once again. In this case, officers would have grounds to apprehend the male under section 17 of the Mental Health Act and would be required to keep the mother safe by intervening. The male who is experiencing psychosis is determined to access his mother (in his mind, to save her) and is not responding to officer's de-escalation techniques. As a result, a physical altercation ensues and depending on the size and strength of the individual, officers may be required to use physical control and/or deploy their taser in order to apprehend him safely under the Mental Health Act and keep the mother safe.

Scenario 2

A second scenario where officers may be required to use force might be a call for a person who is experiencing suicidal thoughts. Officers receive additional information on the way to the call that she has now brandished a knife and is going to cut her neck. They are also made aware that the female was recently released from hospital after a serious suicide attempt. Upon arrival, officers find the female in the kitchen with a knife. Officers stay back to provide the female space while they attempt to build rapport with the female. The female all of a sudden begins to cut her neck. Officers see that there are multiple other knives available to the female within hands reach but need to intervene quickly to minimize the damage the female is doing to herself. One of the officers deploys their conducted energy weapon (CEW) while a second officer is able to remove the knives from the immediate area around the female and safely administer first aid.

Appendix C – Analysis Methods and Research Questions

The Use of Force Reports (UFR) are used by police to record information about police use of force incidents. UFRs have two parts. Part A includes information about the incident and the subject(s), such as the type of force used, whether any other individual was perceived to be carrying a weapon, and the reason force was applied. Part B includes information about the officer submitting the report, including their name and identification number.

UFRs are submitted by officers to their supervisors and to the Professional Development Centre (PDC). These reports are reviewed and, if required, follow ups conducted to collect missing information from the officer(s) involved. Following this process, Part A of the completed reports are submitted to the Ministry of the Solicitor General (SolGen) pursuant to the SolGen's authority to request such information under the Equipment and Use of Force Regulation (s. 14.5 (4)). When these reports are submitted, some fields are redacted to comply with SolGen requirements and protect privacy (location code, subject identification, officer involved).

Officers are required to report on their perception of the subject's race, gender, and age when completing their Use of Force report. The broad objective of collecting and reporting these demographic data are to determine whether there are disproportionately high incidences of racialized subjects in Use of Force incidents, as well as to better understand the subjects involved in Use of Force incidents.

Internally, PDC staff review the UFRs and input data into a spreadsheet for analysis and report writing. Given changes to the reporting template in 2023, the PDC spreadsheet was adapted, with additional fields (such as gender and age category) added in order to allow for demographic analysis.

Approach and research questions

The following research questions were identified:

- Are there disproportionately high incidences of Use of Force by the OPS for persons of different race groups, when compared with their respective populations in the City of Ottawa?
 - How do ratios from 2023 data compare with those from 2020 to 2022?
- Are there patterns in the race data with regard to incident types in Use of Force incidents?
- Did racialized subjects experience disproportionately high incidences of serious outcomes in Use of Force incidents in 2023?

- Are there patterns in the race data with regard to the factors contributing to officer decision to use force, particularly with regard to possession of weapons and aggressive behaviour?

Methods

Analysis of the Use of Force incidents involves several steps. Importantly, there are three sets of data requiring identification and analysis: number of UFRs, number of unique incidents, and number of unique subjects.

1) Data collection and validation

The first step of analysis involved the collection and validation of data fields from the PDC-provided spreadsheet and the 387 UFRs. This involved comparison of data in spreadsheet with UFRs, and occasional consultation of other OPS data records (such as the records management system). Data fields for gender and age were added to the spreadsheet, and information captured from the UFRs. Additionally, data fields were added and populated for reasons and factors, as well as for all types of force and all subjects involved.

2) Identification of number of UFRs submitted and reviewed

This simply involved counting the number of rows in the submitted PDC spreadsheet, checking that all events occurred in 2023 (n=387). This number was also verified by the PDC, who confirmed the number of reports submitted with the number of reports received by the SolGen.

3) Identification of number of unique incidents involving human subjects

Preparing the dataset of the 261 unique incidents involving human subjects involved:

- Identifying and removing all incidents in which OPS members used force on an animal or discharged a weapon accidentally. 'Reason for use of force #1' was searched and all UFRs marked 'destroy animal' (n=30) were removed. In 2023 there were no reported accidental discharges. This resulted in 356 UFRs relating to use of force incidents involving human subjects.
- Identifying duplicate case numbers. Rows of duplicate case files were reviewed to ensure that the row retained for reporting on the incident included requisite details such as incident type and subject description. Individual files were consulted in case of discrepancies or missing information.
- Identifying the number of unique incidents per thousand dispatched calls required reference to data for dispatched calls from the OPS Versaterm Data Mart (VDM)

database. “Dispatched calls” refers to the number of calls for service to which an officer was directed to attend. To calculate the Use of Force incidents per 1,000 calls, the number of Use of Force incidents for each quarter was divided by the number of dispatched calls x 1,000.

4) Identification of number of subjects involved in Use of Force incidents

Each UFR contains information about all subjects involved. Preparing the dataset of the 310 subjects involved:

- Identifying the number of subjects involved in each incident (one of the fields in the UFRs). The majority (80%) of incidents had only one subject, while 35 incidents involved multiple subjects.
- Creating data tables for each subject and validating across reports if there were two or more reports for the same incident.
- Note: as demographic data collection relies on officer perception, it is not unexpected that there are some discrepancies when two or more reports are completed for the same incident. In case of discrepancies regarding race and gender (such as one report indicating the individual was racialized, the other indicating White, or one report indicating the individual was Trans/gender non-binary, the other as male/female), the minority category was recorded (racialized or Trans).

5) Incident and subject analysis

To address the research questions, various steps are taken to group and analyze data. These include:

- Identifying all types of force used, both per subject and in each incident. This involved first capturing each type of force listed per subject. For incidents involving more than one subject, the types of force captured for that incident reflect all types of force used on any of the subjects involved.
- Similarly, identifying the number of individuals against whom force was applied, as well as the number of incidents in which force was applied, involved reviewing the above data set and noting if, of the types of force listed for that subject, any included the application of force. Applied force includes aerosol (OC) spray, CEW deployment, firearm discharge, soft and hard use of impact weapon, as well as any physical control. Demonstrated force includes handgun drawn and/or pointed, rifle pointed, CEW-drawn and/or pointed. For incidents involving more

than one subject, the incident was considered to involve applied force if one or more individual had force applied toward them.

- Identifying which characteristics apply to the situation, and which to individual subject, and analyzing appropriately. For example, the factors and reasons for which force was applied are associated to subjects, not incidents, and were analyzed as such. Multiple factors and reasons could be associated to each subject.

Limitations

There are several limitations in the data and analysis provided in this report, particularly with regard to comparison against prior years where different, and few, categories of information were collected.

Prior to 2023, if more than one subject was involved in an incident, the UFR format did not provide specification regarding which type of force was used against which subject, something which the 2023 format allows. Officers could select the perceived race for up to three individuals, but they could not indicate which types of force were used against which of these individuals. As such, in previous years all subjects involved in a Use of Force incident were counted as having experienced the same type of force. As of 2023, the types of forces can be examined both by those employed in an incident and by those employed against subjects. This provides for better understanding of incidents and the impacts on subjects involved but adds some limitations to comparisons with previous years.

Additionally, in previous years officers could not identify the perceived race category of all individuals in incidents involving four or more subjects, being limited by the template to data capture for 1-3 subjects. This is not a significant limitation, given that in 2023 there were only five incidents involving four or more subjects, but it is a limitation, nonetheless.

With regard to 2023 UFRs specifically, while it is possible to identify the unique Use of Force incidents, it is not possible through review of UFRs to verify that all subjects involved are unique, such that one or more individuals may have been involved in one or more incidents.

Reporting alignment with SolGen

When the OPS submits UFRs to the SolGen, identifying information about incident (case number, date, and time) is redacted to protect privacy. As such, the SolGen is unable to identify and remove duplicate report submissions, nor identify multiple reports

about the same Use of Force incident. Indeed, the SolGen notes that “analyses conducted at the Use of Force Report level will not be reliable” (2023, 22).

Compounding this difficulty are other factors including:

- OPS analysis can identify incidents for which there are multiple reports; the SolGen data sets cannot identify duplicate reports for the same incident.
- UFRs are classified according to date received at the SolGen. Given that UFRs are not submitted until after an internal review process, there is a time lag between date of incident and date of submission.

Due to these complications, the number of OPS Use of Force incidents within a calendar year will not align with the number of UFRs submitted by the OPS to the SolGen within that same calendar year. Similarly, breakdowns of incidents, subjects, weapons, etc. will not align between the two datasets.

Privacy considerations

Use of Force reporting must balance the need for police transparency with the importance of protecting the privacy of subjects. This is particularly important given the significant percentage of incidents involving individuals in mental distress and/or incidents of self-harm.

As per privacy guidelines provided by the Treasury Board of Canada (2020),⁵ it is important to mitigate risks that individuals could be identified in a dataset, alone or in combination with other sources of information, as this could constitute a breach of privacy for the individuals involved.

To protect the privacy of individuals involved, direct identifiers of subjects are not included in datasets made publicly available via the SolGen. Similarly, direct identifiers of officers are not made publicly available. Additionally, as per Treasury Board standards, we generally refrained from using a cell size of 10 or fewer in this analysis. Cell size refers to data in a summary table about a group of individuals with a common attribute, such as the number of subjects in a particular race category involved in Use of Force encounters. Minimum cell size is not a fixed determination, but rather must be assessed in consideration of re-identification risk, sensitivity of the data, and the potential harm that could result from re-identification (Treasury Board, 2020).

⁵ Privacy Implementation Notice 2020-03: Protecting privacy when releasing information about a small number of individuals.

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Report to / Rapport a:

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

22 July 2024 / 22 juillet 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

Commissaire de police / Fonctionnaire exécutif

DrummondR@ottawapolice.ca

**SUBJECT: COMPLAINTS REPORT – POLICE SERVICES ACT, COMMUNITY
SAFETY AND POLICING ACT AND SPECIAL INVESTIGATIONS UNIT
ACT: SECOND QUARTER 2024**

**OBJET: RAPPORT SUR LES PLAINTES – LOI SUR LES SERVICES
POLICIERS, LOI SUR LA SECURITE COMMUNAUTAIRE ET LES
SERVICES POLICIERS ET LOI SUR L'UNITE DES ENQUETES
SPECIALES: DEUXIÈME TRIMESTRE DE 2024**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

On April 1, 2024, the Community Safety and Policing Act (CSPA), 2019 came into force in the Province of Ontario and replaced the previous Police Services Act (PSA), 1990. This new legislative framework was established to enhance community safety, improve policing practices and foster collaboration between police services and the communities they serve.

As part of the CSPA, a new Code of Conduct for police officers has been introduced under O. Reg. 407/23. The new Code of Conduct includes modernized language, additional

categories of offences, including, both new offences and defences. In addition, a Code of Conduct has now been established for all Special Constables under O. Reg. 41/23.

Under the CSPA, the Office of the Independent Police Review Director (LECA), who previously oversaw and processed all public complaints about a police service's policies, services, or the conduct of its members, has been renamed the Law Enforcement Complaints Agency (LECA) and is now led by the Complaints Director. As part of their new mandate, the LECA will only deal with conduct complaints against police officers. In addition, the LECA has the authority to investigate complaints about Chiefs and Deputy Chiefs and public interest complaints, including initiating an investigation into a police conduct, even if there is no public complaint.

All conduct complaints made by members of the public against police officers continue to be made to the LECA; however, allegations of misconduct occurring after April 1, 2024, will be assessed against the new police officer Code of Conduct under CSPA O. Reg. 407/23. The LECA may direct the officer's Chief of Police or the Chief of Police of an unrelated police service to investigate the complaint or, alternatively, retain the complaint and cause it to be investigated by a LECA investigator. Investigative results are reported to the LECA, who may overturn the findings, following a request for a review made to the Complaints Director by the complainant.

Similar to the screen out criteria stipulated in the PSA, under the CSPA, the LECA may refuse to cause a complaint to be investigated if the facts on which it is based occurred more than six months before the complaint was made, the complainant was not directly affected by the conduct of the person who is the subject of the complaint, the conduct does not, on its face, constitute misconduct, or in the LECA's opinion, the complaint is frivolous, vexatious or made in bad faith or having regard to all the circumstances, dealing with the complaint is not in the public interest.

The process for dealing with police complaints that occurred prior to April 1, 2024, continues to be dealt with in accordance with Part V of the PSA.

Chiefs of Police are also now required to provide notice of misconduct to the LECA when they become aware that a member of their police service, who is a police officer, other than a Deputy Chief, may have engaged in conduct that constitutes misconduct.

Part VII of the CSPA establishes the position of the Inspector General (IG), supported by the Inspectorate of Policing (IoP), whose mandate is to provide CSPA compliance oversight and enforcement of legal obligations for municipal police services, Chiefs of Police and boards. Such duties and authorities possessed by the IG and executed by the IoP include, advising, monitoring, issuing directions, imposing measures, conducting inspections of police services, investigating and overseeing certain types of complaints from the public. Policy and Service complaints that occurred after April 1, 2024, will now be dealt with by the IoP and classified, as follows:

- Adequacy and effectiveness of policing (formerly a service or policy complaint);
- Failure of a police service board, Chief of Police, or prescribed policing provider to comply with the CSPA and its regulations, including systemic failure (formerly a service complaint); and
- Procedures of a Chief of Police (formerly a policy complaint).

Internal Complaints (or Chief's Complaints) are initiated at the discretion of the Chief of Police for allegations of officer misconduct or non-compliance with OPS policies and may also include matters that began as a public complaint. Internal Complaints also include driving related conduct matters. Motor Vehicle Collisions (MVC), Red Light Cameras (RLC) and Automated Speed Enforcement Cameras (ASE), which make up most Internal Complaint investigations.

The PSA allows for Public and Internal conduct complaints to be finalized as substantiated or unsubstantiated. Once substantiated, they are resolved by Informal Resolution, Informal Discipline, or Formal Discipline according to the circumstances and seriousness of the misconduct. Under the CSPA, there is no distinction between misconduct of a less serious or serious nature. Once a determination of misconduct has been made, under section 200 of the CSPA, Chiefs can impose discipline, other than a demotion or dismissal, without a hearing, unless an officer requests one.

Matters requiring a hearing, will now be conducted by an independent adjudicator appointed by the Ontario Police Arbitration and Adjudication Commission (OPAAC), rather than a hearing officer appointed by the Chief.

This report provides a comparison of specific complaint types with those reported during the same quarter for the previous year and five-year averages for the same quarter.

DISCUSSION

New Complaints

In Q2 2024 a combined total of 284 Public and Internal Complaints were received. Compared to 157 in Q2 2023, this represents an increase of 127 complaints or 81 percent.

By complaint type, 73 Public Complaints were received in Q2 2024. Compared to Q2 2023 (89), this represents a decrease of 16 Public Complaints or 18 percent.

For Internal Complaints, 211 were generated in Q2 2024, an increase of 143 complaints from Q2 2023 (68). This number is attributed to the increase in Automated Speed Enforcement cameras in the City of Ottawa.

Table 1A (below) illustrates the number of Public and Internal Complaints received in Q2 2024 compared to Q2 2023, as well as five-year averages for the same quarter.

Table 1 - New Public and Internal Complaints Received in Q2

| | Q2 2024 | Q2 2023 | 5 YR AVG Q2 | 2023 Total |
|---|--------------------|--------------------|------------------------|-----------------------|
| Public Complaint (Conduct) | 69 | 76 | 80 | 295 |
| Public Complaint (Policy or Service - LECA) | 4 | 13 | 8 | 35 |
| Public Complaint (Policy or Service - loP) | 0 | n/a | n/a | n/a |
| Internal Complaints (Other) | 8 | 2 | 9 | 25 |
| Internal Complaints (Red Light Camera Infractions) | 23 | 25 | 18 | 82 |
| Internal Complaints (MVCs) | 15 | 18 | 18 | 81 |
| Internal Complaints (Automated Speed Enforcement) | 165 | 23 | 53 | 187 |
| TOTAL | 284 | 157 | 186 | 705 |

Of the 73 Public Complaints received by the LECA in Q2 2024, 36 were referred to the OPS Professional Standards Unit (PSU) for investigation, 36 were screened-out by the LECA, and one complaint was withdrawn by the complainant prior to screening. The LECA did not retain any complaints for their own investigation in Q2 2024.

Table 2 (below) illustrates the overall number of Public Complaints that were screened in for investigation in Q2 2024 by the LECA and the loP, as compared to Q2 2023, as well as the five-year average for the same quarter.

Table 2 – Public Complaint Investigations in Q2 after Screening by the LECA and the loP

| | Q2 2024 | Q2 2023 | 5 YR AVG Q2 | 2023 Total |
|--|--------------------|--------------------|------------------------|-----------------------|
| Public Complaint (Conduct) | 32 | 37 | 31 | 125 |
| Public Complaint (Policy or Service - LECA) | 4 | 11 | 7 | 31 |
| Public Complaint (Policy or Service - loP) | 0 | n/a | n/a | n/a |

| | | | | |
|--------------|-----------|-----------|-----------|------------|
| TOTAL | 36 | 48 | 38 | 156 |
|--------------|-----------|-----------|-----------|------------|

Classification of Complaints - Conduct Complaints

Public and Internal complaints dealing with officer conduct, which occurred prior to April 1, 2024, will continue to be classified under the PSA into four categories: Improper Conduct (which included Driving Related Conduct), Excessive Force, Neglect of Duty, and Firearm Discharge.

All Public and Internal complaints dealing with officer conduct, which occurred after April 1, 2024, will fall under the CSPA's Code of Conduct and be classified into the following five categories: Compliance with Laws, Human Rights and Charter Rights, Interaction with the Public, Integrity and Performance of Duties (which includes Driving Related Conduct).

In Q2 2024, 235 Public and Internal complaints were received dealing with officer conduct. Compared to 144 in Q2 2023, this represents an increase of 91 complaints or 63 percent. Of the 235 conduct complaints received, 165 (45%) were classified under the PSA, while the remaining 130 (55%) were classified under the CSPA.

Table 3A below illustrates, the total number of Public and Internal complaints dealing with officer conduct in Q2 2023 under the PSA.

Table 3A – PSA Conduct Related Complaints by Category in Q2 before Screening of Public Complaints by the LECA

| | Q2 2024 | Q2 2023 | 5 YR AVG Q2 | 2023 Total |
|---|--------------------|--------------------|------------------------|-----------------------|
| Improper Conduct | 33 | 43 | 58 | 187 |
| Improper Conduct – Driving Related | 50 | 67 | 46 | 350 |
| Excessive Force | 4 | 6 | 9 | 44 |
| Neglect of Duty | 18 | 28 | 21 | 89 |
| Firearm Discharge | 0 | 0 | 0 | 0 |
| TOTAL | 105 | 144 | 134 | 670 |

Table 3B below illustrates, the total number of Public and Internal complaints dealing with officer conduct in Q2 2023 under the CSPA.

Table 3B – CSPA Conduct Related Complaints by Category in Q2 before Screening of Public Complaints by the LECA

| | Q2 2024 | Q2 2023 | 5 YR AVG Q2 | 2023 Total |
|--|--------------------|--------------------|------------------------|-----------------------|
| Performance of Duties | 11 | n/a | n/a | n/a |
| Performance of Duties – Driving Related | 108 | n/a | n/a | n/a |
| Compliance with Laws | 1 | n/a | n/a | n/a |
| Human Rights and Charter Rights | 1 | n/a | n/a | n/a |
| Interaction with Public | 9 | n/a | n/a | n/a |
| Integrity | 0 | n/a | n/a | n/a |
| TOTAL | 130 | n/a | n/a | n/a |

Table 4A (below) outlines the total number of Conduct related Public and Internal complaints that were investigated in Q2 2024 under the PSA, after Public complaint screen-outs by the LECA, including a comparison to Q2 2023, the five-year average for the same quarter and the total complaints investigated in 2023. The Q2 2024 total is 78, as compared to 105 in Q2 2023 or a 26% decrease.

Table 4A – PSA Conduct Related Complaint Investigations in Q2 after Screening by the LECA

| | Q2 2024 | Q2 2023 | 5 YR AVG Q2 | 2023 Total |
|---|--------------------|--------------------|------------------------|-----------------------|
| Improper Conduct | 12 | 19 | 25 | 81 |
| Improper Conduct – Driving Related | 50 | 67 | 46 | 350 |
| Excessive Force | 4 | 5 | 4 | 28 |
| Neglect of Duty | 12 | 14 | 11 | 42 |
| Firearm Discharge | 0 | 0 | 0 | 0 |
| TOTAL | 78 | 105 | 86 | 501 |

Table 4B (below) outlines the total number of Conduct related Public and Internal complaints that were investigated in Q2 2024 under the CSPA, after Public complaint screen-outs by the LECA. The Q2 2024 total for complaints investigated is 120.

Table 4B – CSPA Conduct Related Complaint Investigations in Q2 after Screening by the LECA

| | Q2 2024 | Q2 2023 | 5 YR AVG Q2 | 2023 Total |
|--|--------------------|--------------------|------------------------|-----------------------|
| Performance of Duties | 8 | n/a | n/a | n/a |
| Performance of Duties – Driving Related | 108 | n/a | n/a | n/a |
| Compliance with Laws | 1 | n/a | n/a | n/a |
| Human Rights and Charter Rights | 1 | n/a | n/a | n/a |
| Interaction with Public | 2 | n/a | n/a | n/a |
| Integrity | 0 | n/a | n/a | n/a |
| TOTAL | 120 | n/a | n/a | n/a |

The key driver of the increase in Driving Related Internal Complaints is attributed to the number of Automated Speed Enforcement, which continues to rise with the implementation of more cameras throughout the City. As such, the OPS Complaint Statistics report to the Board now includes a category to distinguish Driving Related Conduct from other forms of Improper Conduct. In 2021, the OPS updated its process to deal with camera infractions to hold members accountable and apply progressive discipline when the threshold for exemptions under the Ontario Highway Traffic Act (HTA) are not met.

LECA Mandatory Notice of Misconduct and Investigations

Section 197(1) of the CSPA, requires a Chief of Police to notify the LECA when it is reasonably suspected that an officer's conduct constitutes misconduct, as set out in "Discipline O. Reg. 406/23" and the conduct was either directed at or directly affected a member of the public, who would be permitted to make a complaint to the LECA.

All notifications are reviewed by the LECA and a decision is made on whether an investigation will be initiated in the public interest.

In Q2 2024, ten notifications were provided to the LECA. Eight of these notifications were closed by the LECA, as it was determined to be not in the public interest for LECA to initiate an investigation in the absence of a Public complaint, one notification was closed by the LECA, as the Service was in resolution discussions with the affected person and

the final one was closed by the LECA, as the affected person filed a Public complaint, which was given priority.

Special Constable Complaints

The conduct of special constables is now governed by O. Reg. 411/23 under the CSPA. O. Reg. 411/23 requires that all external complaints about special constables be made to the Service in which the special constable is employed. Complaints against special constables shall be investigated by the Chief of Police to determine whether the special constable's conduct constitutes misconduct, contravened the terms and conditions of the special constable's certificate of appointment or contravened any provision of the CSPA or its regulations. All discipline matters relating to special constables are governed by the Civilian Personnel Collective Agreement.

There were no external special constable complaints received in Q2 2024.

Service or Policy Complaints

There was four Service or Policy related Public complaints received from the LECA in Q2 2024. Two complaints were withdrawn by the complainants after being referred to OPS for investigation and two complaint investigations were completed, resulting in no further action.

There were no Service or Policy related Public complaints received from the IoP in Q2 2024.

Details of the four completed service complaints received in Q2 2024, as well as two carried over from previous quarters are attached to this report (Document 1).

Table 7 (below) outlines the total number of Service and Policy complaints received in Q2 2024 as compared to Q2 2023, as well as the Q2 five-year average.

Table 7 - Policy and Service Complaints

| | Q2 2024 | Q2 2023 | 5 YR AVG Q2 | 2023 Total |
|-----------------------|--------------------|--------------------|------------------------|-----------------------|
| Policy (LECA) | 0 | 1 | 1 | 1 |
| Service (LECA) | 4 | 12 | 8 | 34 |
| Policy (IoP) | 0 | n/a | n/a | n/a |
| Service (IoP) | 0 | n/a | n/a | n/a |
| TOTAL | 4 | 13 | 9 | 35 |

Table 8 (below) outlines Service or Policy complaints referred for investigation in Q2 2024 compared to Q2 2023, as well as the five-year average for the same quarter and the total number of policy and service complaints investigated in 2023.

Table 8 - Policy and Service Complaint Investigations

| | Q2 2024 | Q2 2023 | 5 YR AVG Q2 | 2023 Total |
|----------------------|--------------------|--------------------|------------------------|-------------------|
| Policy | 0 | 1 | 0 | 1 |
| Service | 4 | 10 | 6 | 30 |
| Policy (IoP) | 0 | n/a | n/a | n/a |
| Service (IoP) | 0 | n/a | n/a | n/a |
| TOTAL | 4 | 11 | 6 | 31 |

The LECA's Early Resolution Program (ERP)

In July 2020, the LECA advised that they would be streamlining early resolution processes in anticipation of changes under the CSPA. By the end of 2020, the LECA introduced the Early Resolution Program (ERP), which provides an opportunity for complainants and respondent officers to voluntarily resolve a complaint before it is formally screened in for investigation. To proceed by way of ERP, the complainant, the respondent officer(s), and the police service must agree to this option. If they do not agree to this option, the complaint is returned to the screening process, and it is either screened in for investigation or screened out by the LECA.

In Q2 2024, three ERP files were received from the LECA. One file was withdrawn by the complainant following a successful mediation, one was withdrawn by the complainant and the final one was concluded after a resolution was reached.

Conduct Complaint Status

The following summarizes the status of the 235 Conduct related Public and Internal complaints that were received or generated in Q2 2024:

- 196 cases completed
 - 17 resulted in informal discipline (this includes 16 driving related complaints)
 - 13 withdrawn by the complainant
 - 1 withdrawn by the complainant prior to screening by the LECA
 - 37 screened-out by the LECA after being determined to be frivolous, vexatious, over six months after the facts on which it was based occurred,

better dealt with under Act or Law, third party- no interest or not in the public interest to proceed.

- 128 were unsubstantiated or resulted in no further action (this includes 126 driving related complaints)
- 39 investigations are ongoing (this includes 16 driving related complaints)

Table 9 (below) illustrates the Q2 2024 complaint status for Conduct related Public and Internal complaints, including a comparison with Q2 2023 and the five-year average for the same quarter:

Table 9 - Complaint Status - Conduct Complaints

| RESOLUTION | Q2 2024 | Q2 2023 | 5 YR AVG Q2 |
|---|--------------------|--------------------|------------------------|
| Unsubstantiated | 1 | 1 | 0 |
| Vexatious/Frivolous/Bad Faith | 3 | 8 | 8 |
| Informal Resolution | 0 | 0 | 0 |
| Informal Resolution - Mediation | 0 | 0 | 0 |
| No Further Action | 127 | 31 | 40 |
| Withdrawn by Complainant | 13 | 11 | 7 |
| Withdrawn by Complainant through Mediation | 0 | 3 | 3 |
| Withdrawn Prior to Screening of Complaint | 1 | 0 | 1 |
| Over Six Months | 0 | 0 | 0 |
| Not in the Public Interest | 33 | 29 | 38 |
| Third Party - Not Directly Affected | 0 | 2 | 1 |
| Better Dealt with Under another Act or Law | 1 | 0 | 2 |
| Complaints Not Resulting in Discipline Total | 179 | 85 | 100 |

| | | | |
|---|------------|------------|------------|
| Informal Discipline | 17 | 8 | 7 |
| Disciplinary Hearing (PSA) | 0 | 0 | 0 |
| Discipline (Section 200) – No Hearing (CSPA) | 0 | 0 | 0 |
| Demotion and Termination Hearing (CSPA) | 0 | n/a | n/a |
| Complaints Resulting in Discipline total | 17 | 8 | 7 |
| Complaints Outstanding total | 39 | 51 | 55 |
| TOTAL | 235 | 144 | 162 |

Member Suspensions

Both the PSA and CSPA provide that a Chief of Police, in the most serious of matters, can suspend a police officer. Suspensions are treated very seriously and only occur after a careful assessment of the case and any risk factors that may be present.

The CSPA now enables a Chief of Police to suspend an officer without pay when they are convicted and sentenced to jail, in custody or subject to bail that substantially interferes with their policing duties and/or charged with an off duty indictable offence under the Criminal Code, the Controlled Drugs and Substances Act or the Cannabis Act.

There was one officer suspended in Q2 2024, compared to no officers being suspended in Q2 2023 and the five-year Q2 average of three. That officer has since resigned. At the start of Q2 2024, there were five officers on suspension, which remained the same at the end of Q2 2024.

Special Investigations Unit (SIU) Investigations

The Special Investigations Unit Act, 2019, authorizes the SIU to conduct criminal investigations into circumstances involving police where serious injury or death has occurred, a firearm discharge at a person or where there are allegations of sexual assault.

The Board receives a separate report on each SIU case in every instance where the investigation is concluded by a report from the SIU Director. The SIU invoked its mandate once in Q2 2024. The investigation remains ongoing.

Table 10 (below) provides a comparator of SIU investigations between Q2 2024 and Q2 2023, as well as the five-year average for the same quarter.

Table 10 - Special Investigations Unit Investigations

| TYPES OF INVESTIGATIONS | Q2 2024 | Q2 2023 | 5 YR AVG Q3 |
|---------------------------------------|--------------------|--------------------|------------------------|
| Death | 0 | 1 | 0 |
| Serious Injury | 1 | 3 | 2 |
| Sexual Assault | 0 | 0 | 0 |
| Discharge of Firearm at Person | 0 | 0 | 0 |
| TOTAL | 1 | 4 | 2 |

Complaint Reviews

The PSA and CSPA provides that public complainants may seek a review of the Chief's decision on a conduct complaint received from the LECA. In Q2 2024, there were two requests for reviews, a decrease from six in Q2 2023.

Service or Policy Complaint Reviews

Complainants who are dissatisfied with the resolution of their Service or Policy complaint may seek a review by the Board. There was one request for a Board review in Q2 2024.

SUPPORTING DOCUMENTATION

Document 1: Summary of Service or Policy Complaint investigations that were completed in Q2 2024.

CONCLUSION

The OPS Professional Standards Unit strives to uphold the highest standards of conduct and accountability for its members. They identify and address conduct issues and trends that arise from complaints, and are committed to conducting fair, objective, and timely investigations in furtherance of the core principle of maintaining public trust and confidence in policing.

**DOCUMENT 1 - SUMMARY OF SERVICE OR POLICY COMPLAINT
INVESTIGATIONS COMPLETED IN Q2 2024**

Complaint #: 24-0194
Date of Incident: 12 July 2023
Date Complaint Received: 18 March 2024
Date Completed: 29 April 2024

Summary of Complaint:

The complainant alleged that the Service seized her son's property and then destroyed it when he did not attend to pick it up.

Summary of Findings and Actions Taken:

The complainant chose to withdraw her complaint after speaking with both the investigator and supervisor of the OPS Property Unit about improving their property storage and retention policies. No further action taken.

Complaint #: 24-0218
Date of Incident: 20 February 2024
Date Complaint Received: 25 March 2024
Date Completed: 11 April 2024

Summary of Complaint:

The complainant was unhappy with the OPS Fraud Unit's delay into his reported forgery investigation.

Summary of Findings and Actions Taken:

The complainant chose to withdraw his complaint after speaking with the assigned investigator, as well as the OPS Fraud case manager.

Complaint #: 24-0227
Date of Incident: 22 February 2024
Date Complaint Received: 03 April 2024
Date Completed: 24 May 2024

Summary of Complaint:

The complainant alleged police failed to show up on two occasions after he requested police assistance to help him obtain personal belongings.

Summary of Findings and Actions Taken:

After a thorough review of the complaint, along with OPS communications/dispatch and all other relevant policies and protocols, the investigation found that OPS adhered to all service policies and procedures. No further action taken.

Complaint #: 24-0241
Date of Incident: 07 March 2024
Date Complaint Received: 04 April 2024
Date Completed: 11 April 2024

Summary of Complaint:

The complainant alleged she called 911 for police assistance twice, after someone had come into her place of business threatening and was told by dispatch to stop calling, as the incident was not considered an emergency.

Summary of Findings and Actions Taken:

The complainant chose to withdraw her complaint after her concerns were reviewed by an investigator in the Professional Standards Unit and conveyed to the dispatcher's supervisor for a full review.

Complaint #: 24-0242
Date of Incident: 01 March 2024
Date Complaint Received: 04 April 2024
Date Completed: 05 June 2024

Summary of Complaint:

The complainant alleged police failed to show up after she called 911 requesting police assistance when two people broke into the laundry room of her building and threatened her.

Summary of Findings and Actions Taken:

After a review of calls for service and based on the response protocol of OPS, the investigation determined that the police response was cancelled once Ottawa Community Housing responded and notified OPS the subjects were no longer on scene and a report was being submitted. It was determined that OPS adhered to all service policies and procedures. No further action taken.

Complaint #: 24-0402
Date of Incident: 02 March 2024
Date Complaint Received: 09 May 2024
Date Completed: 28 May 2024

Summary of Complaint:

The complainant alleged that the HTA charges against the driver responsible for a severe traffic accident, in which his wife was the victim were dismissed by the Court after the lead investigator failed to attend.

Summary of Findings and Actions Taken:

The complainant chose to withdraw his complaint after being advised that the involved officer was not in a position to action his subpoena at the time, as they had been off work on long-term leave and further, that safeguards had been put in place to limit similar issues going forward, including the implementation of regular system checks relating to officer subpoena receipts.

Report to / Rapport au:

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

22 July 2024 / 22 juillet 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 Paul Burnett, Community Police Command / Commandement de la
police communautaire
BurnettP@ottawapolice.ca**

**SUBJECT: CORE STRATEGY AND NEIGHBOURHOOD OPERATIONS CENTRE
IMPLEMENTATION PLAN**

**OBJET: PLAN DE MISE EN ŒUVRE DE LA STRATEGIE DU CORE ET DU
CENTRE DES OPÉRATIONS DE QUARTIER**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

The Ottawa Police Service (OPS) is working closely with the City of Ottawa and the Ontario Government to develop a robust plan to address public safety and downtown revitalization. Ontario Government's 'New Deal' for Ottawa provides for investments in police initiatives in and around the ByWard Market. The Community Outreach Response and Engagement (CORE) Strategy is a central element of this plan.

The CORE Strategy is a comprehensive action plan for the safety concerns in Ottawa's Byward Market and Rideau Street corridor. It is focused on sustainable prevention, deterrence, enforcement solutions, and proactive management of community issues. The CORE makes effective use of local resources and partnerships to identify areas where police engagement will be most effective.

The CORE brings together various OPS directorates including Neighbourhood Resource Teams (NRTs), Community Police Officers (CPOs), Police Liaison Officers (PLOs), and Frontline. It also leverages a diverse group of local partners, including business owners, non-profit organizations and service providers, community agencies, and City departments, each contributing their unique skills, resources, and expertise.

The OPS has presented the CORE Strategy to the Board in reports tabled in both December 2023 and April 2024, and in a presentation to the Board in May 2024. This report provides an update on new developments from the second quarter of 2024 (April-June).

DISCUSSION

As previously noted, the CORE Strategy aligns with key elements of the OPS strategic plan, the Community Safety and Wellbeing (CSWB) framework, and the Ontario Mobilization and Engagement Model (OMEM) of Community Policing. It incorporates the following five interconnected initiatives, which will be discussed in more detail below.

1. The **Neighbourhood Operations Center (NOC)** functions as the CORE Strategy's hub and physical home, enabling collaboration between OPS and local partners.
2. The **Integrated Community Situation Table (ICST)** employs partnerships and community support to provide immediate, coordinated interventions for the most vulnerable, at-risk individuals.
3. **Hot Spots** target areas of high crime concentration with increased visibility of law enforcement officers and community partners with the intent of deterring crime and improving perceptions of public safety. A Crime Prevention Through Environmental Design (CPTED) Initiative will also support proactive efforts in the downtown.
4. **Focused Enforcement** involves identifying the high-harm offenders and directing swift enforcement action to curtail and deter further offending.
5. The **Community Advisory Board** will lead the CORE Strategy, coordinating efforts across agencies for multi-agency improvements and long-term solutions.

Key Updates

- The NOC officially opened on June 26, 2024
- Partnered engagement and patrols amongst the OPS with CPOs, NRTs, OC Transpo Special Constables, and City of Ottawa Community Engagement Team members have begun

- The ICST meets every other week; 30 partners are fully on board. This quarter, 11 individuals were referred for interventions, which were conducted with an average of five partners each
- Funding arrangements and processes are being developed for the CPTED Initiative in partnership with the ByWard Market District Authority and Rideau BIA

CORE Initiatives

The following section of this report provides updates on each of the CORE initiatives. While these initiatives are presented separately, they are interconnected and interdependent.

Neighborhood Operations Centre (NOC)

The Neighbourhood Operations Centre (NOC), located on the ground floor of the Rideau Centre, serves as a physical hub that supports the CORE initiatives and partner engagement. It is designed to function as a base of operations to coordinate and launch proactive patrols and focused enforcement efforts. The NOC provides police and Special Constables with an accessible base of operations and improves resource efficiency by reducing displacement to and from Elgin Street Headquarters.

The Ribbon-Cutting ceremony for the NOC took place on June 26, 2024. Speakers included His Worship, Mark Sutcliffe, Mayor of the City of Ottawa; the Honourable Michael Kerzner, Solicitor General of Ontario; Salim Fakirani, Chair of the Ottawa Police Service Board; and Chief Eric Stubbs. A/Sgt Paul Stam served as master of ceremonies. Invited guests included municipal and provincial political elected officials, and leaders of stakeholder organizations (e.g., ByWard Market District Authority, Rideau BIA, Sandy Hill Community Health Centre, and the Ottawa Police Association).

Beginning on June 25, 2024 the NOC became home to the new CORE Frontline Task Force (FTF) which so far consists of representatives from the following partner agencies:

- Ottawa Police Service
- Ottawa Community and Social Services – Community Engagement Teams
- OC Transpo Special Constable Unit
- Ottawa Paramedic Service
- Ottawa Bylaw
- Ottawa Public Works Dept.
- Ottawa Public Health

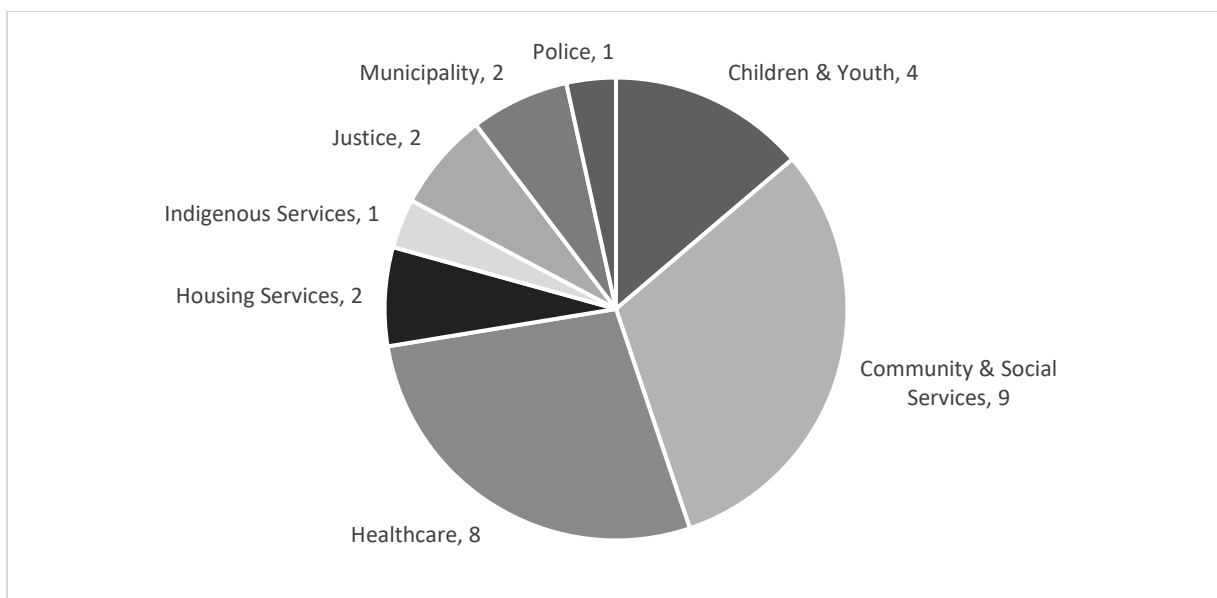
Comprised of frontline workers, supervisors, and managers from each partner agency, the FTF convenes weekly at the NOC to coordinate efforts by sharing real-time information, data, and intelligence. Effective integration is ensured through regular meetings, consistent feedback, and shared communication channels. This includes organizing integrated foot patrols between police, the Special Constable Unit, bylaw officers, and Community Engagement Teams. Collaboration with local businesses, community associations, social services, city departments, and other agencies will allow the FTF to proactively address ongoing issues. Command Staff from each agency will attend the first weekly meeting of each month to facilitate oversight, guidance, and follow-up on action items.

Work has begun to ensure each partner has full access to the shared space. The NOC's interior will soon feature representative imagery, storage areas, and signage for each partner agency. The creation of the FTF clearly demonstrates that the NOC is achieving its purpose of being a shared space, facilitating seamless integration and coordination among all partners.

Integrated Community Support Table (ICST)

The ICST brings together the expertise and resources of community partners who are directly engaged in providing services to people in Ottawa's downtown. To date, 30 organizations are fully on-boarded with the ICST. This includes 22 active members who meet every other week, as well as eight additional members available on an ad-hoc basis. Their services include medical treatment, mental health and addictions support, housing, and shelter (see Figure 1).

Figure 1: ODICST Partner Sectors



The ICST is led by two volunteer co-chairs: Wendy Stewart, Director of the OASIS Program at the Sandy Hill Community Health Centre Oasis Centre, and Mikyla Tacilauskas, Manager of Outreach and Housing Services with the Salvation Army. The role of coordinator/administrator is currently being filled by OPS Constable Nicole Barber but will be transferred to a community partner with funding support from the OPS as part of the CORE's budget from the SolGen's 'New Deal'.

Since April 17, the Ottawa Downtown ICST has been meeting to assess and manage cases involving individuals identified as being at acutely elevated risk of harm due to mental health issues, problematic substance use, housing insecurity or criminal involvement. Individuals identified as being at acutely elevated risk are provided with a coordinated intervention within 48 hours of the meeting. As of the end of the second quarter (June 30, 2024), 11 individuals have been referred to the ICST for intervention, with an average of five agencies collaborating on each intervention (range of 2 to 10). The OPS has participated in five interventions.

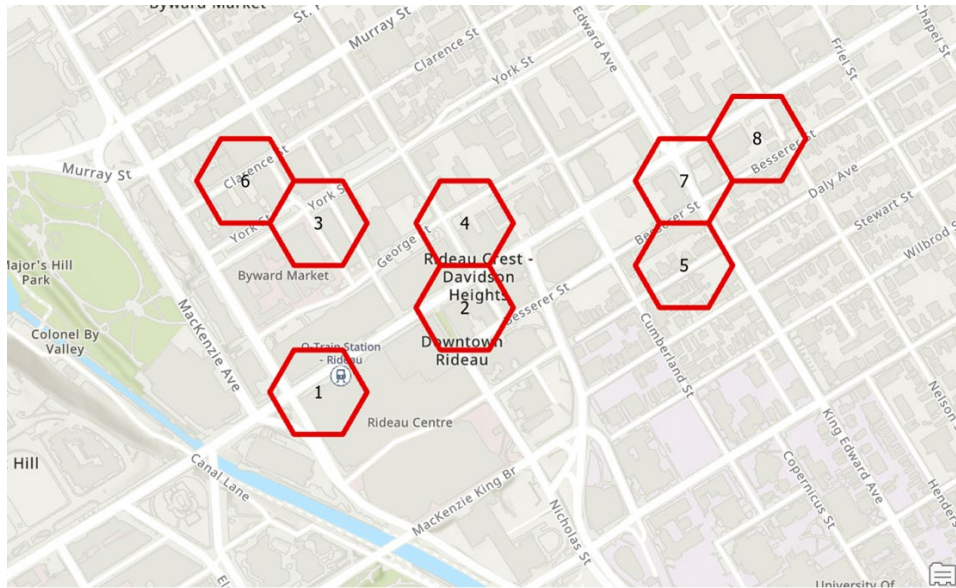
We continue to be grateful to all the community partners who have stepped forward to join this initiative and work alongside the OPS to address the needs of our most vulnerable community members.

Hot Spots

Crime and disorder are not evenly distributed across the community but are concentrated in specific areas, referred to in academic and policing literature as 'hot spots'. A sustained and visible police presence in hot spots is proven to prevent and disrupt crime. Evidence also indicates that rather than displacing crime to surrounding areas, the hot spot approach has a diffusion effect, improving safety and security throughout the wider community.

Using advanced data analytics, CORE data analysts identified areas with high volumes and severity of crime. Operational decisions were made about which areas should be targeted for direct police interventions such as increased police presence or problem-oriented policing protocols (see Figure 2).

Figure 2: Map of patrol hot spots



Hot spots shown in this map will be areas of focus for increased police and partnered presence in the summer of 2024.

The OPS will deploy intermittent, highly visible patrols in the chosen hot spot areas. Partner agencies like OC Transpo and the City of Ottawa Community Engagement Team will also direct their efforts to these hot spot areas to deter crime.

CPTED Blitz

To support crime prevention and deterrence in the downtown, the CORE is also conducting Crime Prevention Through Environmental Design (CPTED). CPTED is an approach to crime prevention that involves the management of built and natural environments to deter crime, reduce victimization, and improve perceptions of safety. Strategies often include maximizing visibility to improve surveillance and control access.

The CPTED project involves having trained OPS members conducting CPTED audits for residences and businesses that have been particularly impacted by the crime and social disorder in the downtown. Additionally, funding will be provided to implement audit recommendations and will be distributed through partner agreements with the ByWard Market District Authority and the Rideau BIA. The intent of this funding is to invest in crime prevention initiatives that make business owners, employees and residents of Ottawa's downtown core feel safer.

A list of approximately 20 residences and businesses that will be offered CPTED audits in the coming months is being developed by leveraging OPS data on concentrations of crime and calls for service, as well as in consultation with community partners and stakeholders.

Focused Enforcement

Similar to the law of crime concentration that applies to hot spots, a small number of repeat offenders are responsible for a large percentage of all crime.

High-harm offenders are identified through analysis of criminal offenses and their severity. The OPS Crime Intelligence Analysis Unit (CIAU) provides NRT officers with weekly analysis lists of actionable items, including information on high-harm offenders that can be addressed by the NRTs.

Community Advisory Board

Plans for the CORE Strategy included the formation of a Community Advisory Board that would ensure community stakeholders have oversight on the efforts and initiatives of the CORE, while not duplicating other efforts currently being developed.

It was anticipated that the Board would also serve as a platform for exchanging information, offering feedback to OPS, and applying community guidance to continually enhance the effectiveness of the strategy. Efforts to develop this Board should resume in the fall.

SUPPORTING DOCUMENTATION

Document 1 - CORE Frontline Task Force - Terms of Reference

CONCLUSION

The OPS CORE Strategy represents a comprehensive and multi-faceted approach to addressing the challenges of crime and social disorder in downtown Ottawa. Through the integration of community-led initiatives and strategic partnerships, the Strategy emphasizes a collaborative approach to public safety. The implementation of targeted initiatives like hot spot policing, focused enforcement, and the ICST demonstrates a commitment to adaptive and responsive community policing. The Strategy's focus on stakeholder engagement and the continuous evaluation of key performance indicators ensures that the approach remains effective and accountable.

The CORE Strategy has the potential to not only restore safety and well-being to downtown Ottawa but to also serve as a model for broader application across the city, thereby enhancing community engagement and optimizing police resources. OPS remains dedicated to serving Ottawa with excellence and further enhancing public safety for everyone.

CORE Frontline Taskforce

TERMS OF REFERENCE

Mandate

As frontline responders, the Frontline Taskforce will coordinate frontline efforts across service areas and collaborate to address the emergency and emerging needs of residents, especially those facing the greatest challenges;

- Share information, updates, and trends to support overall planning and coordination of frontline work.
- Plan and coordinate responses based on need in areas of focus.
- Resolve and respond to issues, as required.
- Share information and updates with leadership to identify longer term/systemic solutions to complex issues.

Frequency of Meetings

The Frontline Taskforce will meet weekly on Tuesdays at 11am at the Neighbourhood Operations Centre (NOC) at 107-50 Rideau Street.

Membership

The Frontline Taskforce is comprised of members representative of service areas supporting a frontline response within the downtown community. Members consist of frontline workers, supervisors, and managers from each service area.

Membership includes.

- Ottawa Police Services
- City of Ottawa-CSSD (CET)
- Ottawa Paramedic Services
- Ottawa Public Health
- Transit Services (Special Constables)
- Ottawa Bylaw Services
- Public Works-Road Services

Roles and Responsibilities

Members will be expected to:

- Attend meetings and contribute agenda items in advance of meetings.
- Prepare for meetings and actively contribute to the discussions.

- Represent their service sector and share relevant expertise, guidance, and information.
- Support coordination and collaboration through meetings, consistent feedback, and shared communication channels.
- Work collaboratively in the identification and implementation of solutions.
- Contribute to or lead work on solutions and actions, as appropriate.
- Inform their leadership of the progress and outcomes of meetings.

Documentation

The Frontline Taskforce will maintain official meetings minutes for the purposes of Records Management.

Proposed agendas and meeting documents will be sent in advance of meetings.

Action items and meeting minutes will be posted and sent to all members up to 72 hours after the meeting to provide enough time to members to review and/or prepare to report on actions/business arising from previous meetings.

Report to / Rapport au:

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

22 July 2024 / 22 juillet 2024

**Submitted by / Soumis par:
Board Solicitor / L'avocat de la Commission**

**Contact Person / Personne ressource:
Stuart Huxley, City Solicitor / Avocat général
613-580-2424, ext. 21630 / stuart.huxley@ottawa.ca**

SUBJECT: LEGAL SERVICES STATUS REPORT – 2024 SECOND QUARTER

**OBJET: RAPPORT D'ÉTAPE DES SERVICES JURIDIQUES – DEUXIÈME
TRIMESTRE DE 2024**

REPORT RECOMMENDATIONS

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

RECOMMANDATIONS DU RAPPORT

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

BACKGROUND

Legal Services is a full-service, in-house law practice that provides a broad range of services to the Ottawa Police Service 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 2024-2027, 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 second quarter of 2024.

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 types of claims managed.

DISCUSSION

Budget and Impacts

This section gives an overview of the budget and its impacts related to internal and external legal costs. The Board has allocated \$328,100 for the provision of legal services in 2024. These costs reflect the provision of internal and external legal services against the approved Board budget and are inclusive of taxes for external fees.

Internal Legal Costs

Costs of internal legal services provided to the Board for Q2 2024 totaled \$10,455.

External Legal Costs

Costs of external legal services provided to the Board for Q2 2024 totaled \$118,265.

Total Legal Costs

At the completion of the second quarter, a total of \$255,160 or approximately 78 percent of the legal costs budget was spent, as compared with 47 percent of the budget (\$155,635) spent at the same point in time last year.

Table 1 - Ottawa Police Service – Total Costs of Legal Services Q2 2024

| Item | Q1 | Q2 | Q3 | Q4 |
|-------------------|------------------|------------------|----|----|
| Internal Costs | \$10,405 | \$10,455 | | |
| External Costs | \$116,035 | \$118,265 | | |
| Total, Quarter | \$126,440 | \$128,720 | | |
| Total, YTD | \$126,440 | \$255,160 | | |

Civil Litigation Matters**Non-Litigated Claims**

During the second quarter of 2024, 12 new claims were received by Legal Services, compared with 10 new claims received in the same period, the previous year. Of these claims, three were denied and closed, two were closed paid and seven remain open as the evaluation of these matters is ongoing.

There are currently 15 non litigated claims involving the Ottawa Police Service Board being handled by Legal Services. The following chart provides a breakdown of these non-litigated claims by type, as of the end of the second quarter 2024.

Table 3 - All Open Non-Litigated Claims – Ottawa Police Service Board – Q2 2024

| Type of Claim | Number of Open Non-Litigated Claims |
|---|-------------------------------------|
| City Vehicle Hitting Pedestrian/Cyclist-Accident Benefits | 1 |
| City Vehicle Hitting Pedestrian/Cyclist-Non Accident Benefits | 1 |
| Damage/Injuries-Arrest/Detainment | 3 |

| | |
|--|-----------|
| Losses Due to Other Alleged City Involvement | 1 |
| Other Third Party Bodily Injury | 1 |
| Property Damage-Forced Entry by Police | 4 |
| Slander, Defamation | 2 |
| Third Party Property Damage or Loss | 1 |
| Third Party Vehicle Damage - Other | 1 |
| Total Number of Open Non-Litigated Claims | 15 |

Litigated Claims

Legal Services received a total of seven new Statements of Claim on behalf of the Board in the second quarter of 2024, compared with three Statements of Claim received during the same period the previous year.

There are currently 89 open litigated claims against the Board. Due to a number of reasons including direction by the Board's insurer, the requirement for specialized legal expertise, or capacity constraints, 62 of those claims are with external legal counsel. The remaining 27 open litigated claims are assigned to in-house legal counsel.

The following table sets out the number of open litigated claims by type, as of the end of the second quarter 2024.

Table 2 - All Open Litigated Claims – Ottawa Police Service Board – Q2 2024

| Type of Claim | Number of Open Litigated Claims |
|--------------------------|---------------------------------|
| Application | 1 |
| Breach of Charter Rights | 13 |
| Breach of Contract | 1 |
| Error and Omission | 1 |
| Excessive Force/Assault | 14 |

| Type of Claim | Number of Open Litigated Claims |
|--|--|
| False Arrest | 8 |
| Malicious Prosecution | 3 |
| Motor Vehicle Accident | 12 |
| Negligence/Negligent Investigation | 26 |
| Personal Injury | 10 |
| Total Number of Open Litigated Claims | 89 |

Claims Closed – Litigated and Non-Litigated

During the second quarter of 2024, 14 claims files were closed by Legal Services. A summary of these closed claims by claim type with their associated total expense is set out below.

Of these claims, one was closed abandoned, and four were closed denied at the non-litigation claims stage. No expense was incurred by the Board in the resolution of these five claims.

The remaining nine claims were closed with an associated expense to the Board. The expenses associated with these claims is set out below by claim type and is inclusive of any and all legal fees, disbursements and/or settlement or judgment amounts paid by the Board. This figure represents the expense incurred over the lifetime of the claims and is not limited to the expenses incurred in the second quarter of 2024.

Table 4 – Ottawa Police Service Board Claims closed in Q2 2024

| Claim Type | Number of Claims | Paid Sum |
|---------------------------------------|-------------------------|-----------------|
| Damage/Injuries-Arrest/Detainment | 3 | \$103,988.38 |
| Damage to TP Property by City Vehicle | 1 | \$1,248.47 |
| Errors and Omissions | 1 | \$0 |

| | | |
|--|-----------|---------------------|
| Losses Due to Other Alleged City Involvement | 1 | \$0 |
| MVA-City and Third Party Vehicle | 1 | \$101,994.64 |
| Property Damage-Forced Entry by Police | 3 | \$87,435.06 |
| Slander, Defamation | 1 | \$8,930.23 |
| Third Party Property Damage from Employee Actions | 1 | \$27.06 |
| Third Party Damage/Loss | 1 | \$0 |
| Vehicle Towing/Impounding | 1 | \$226.00 |
| Total Closed Police Services Claims for Quarter | 14 | \$303,849.84 |

Appeals and Applications for Judicial Review

There were no pending appeals or applications for judicial review with respect to litigation in the second quarter of 2024.

Labour, Employment and Human Rights Matters

In addition to the above civil litigation claims, Legal Services is currently managing 95 active labour and employment law matters on behalf of the Police Services Board, as compared to the 110 files which were active at the end of the second quarter in the previous year, with 15 new files opened in the first and second quarters of 2024. 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 first and second quarters of 2024.

ISSUES OF SIGNIFICANCE

There were no significant issues to report in the second quarter of 2024.

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 third quarter report will be presented to the Board at its October 2024 meeting.

Report to / Rapport au:

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

22 July 2024 / 22 juillet 2024

Submitted by / Soumis par:

**Senior Policy Advisor, Ottawa Police Service Board / Conseiller Principal en
Politiques, Commission de service de police d'Ottawa**

Contact Person / Personne ressource:

**Habib Sayah, Acting Executive Director / Directeur exécutif par intérim
*habib.sayah@ottawa.ca***

**SUBJECT: OUTSTANDING BOARD INQUIRIES, MOTIONS & DIRECTIONS: JULY
2024 REPORT**

**OBJET: DEMANDES, REQUÊTES ET DIRECTIONS DE LA COMMISSION EN
SUSPENS: RAPPORT POUR JUILLET 2024**

REPORT RECOMMENDATION

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

RECOMMANDATION DU RAPPORT

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

BACKGROUND

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

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

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

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

At present there is currently three outstanding inquiries, set out in Document 1.

SUPPORTING DOCUMENTATION

Document 1 – Outstanding Inquiries as of 22 July 2024

CONCLUSION

Document 1 contains the current list of outstanding inquiries. There are currently no outstanding motions or directions.

Document 1

OTTAWA POLICE SERVICE BOARD
OUTSTANDING INQUIRIES AS OF 22 July 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 | Former Vice Chair Valid | Chief of Police |
| I-24-02 | <p>Mistaken Identity</p> <ul style="list-style-type: none"> ·Does the OPS currently have a way of tracking how many wrongful apprehensions have been made by the Ottawa Police due to mistaken identity? ·If so, in the past 5 years, how many have there been? ·How many of these involved the apprehension of racialized individuals? ·If not, is there a way this can be tracked moving forward, including capturing race data? ·What initiatives is the Ottawa Police Service undertaking to minimize these cases of mistaken identity? | 25-Mar-24 | Vice Chair Carr | Chief of Police |
| 1-24-03 | <p>OPS Fraud Unit</p> <p>One of the key duties of a Police Service Board is the provision of adequate and effective policing in the area for which it has policing responsibility. Currently, in the OPS Fraud Unit, there is an approximate 24-month delay in assigning files. In light of this, can the Ottawa Police Service answer the following:</p> <ul style="list-style-type: none"> •What are the main causes of the 24-month delay? •Is a 24-month delay normal, when compared to other police services in the province of a similar size? •Does the Service have adequate staffing levels within the Fraud Unit and if not, what are the plans to address any potential shortages? •Are there any other strategies beyond staffing that could assist in addressing the existing delay? | 22-Apr-24 | Vice Chair Carr | Chief of Police |

Report to / Rapport au:

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

22 July 2024 / 22 juillet 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 Service Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

**Que la Commission de service de police 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 Service Board (Board). All identifying information will be removed prior to its inclusion in this monthly report.

DISCUSSION

Date Received: June 8, 2024

From: Member of the Public

Excerpt from Letter: I am writing to express my great appreciation for the efficiency and kindness of OPS officers and constables for responding to my missing person report on June 7, 2024 at 6:37 PM.

My wife, who has mental health issues, mostly auditory hallucinations, but is otherwise healthy, had left our apartment to “see her mother” (who had passed away in 1989 but one of my wife’s hallucinations is hearing her voice) without saying she was going, and after searching the building I filed the above missing person’s report.

The OPS responded in strength – at one point there were five police vehicles outside out building - and she was found by OPS personnel. She was perfectly healthy and was taken home, chatting with the police, in Hungarian which she defaults to when explaining something. (Regrettably, I did not note the exact time, but it was within several hours of being reported missing.)

Please convey this message of thanks and gratitude to the highest echelons of the Ottawa Police Service. With thanks.

Date Received: June 8, 2024

From: Member of the Public

OPS Member: Constable J. Flynn

Excerpt from Letter: I called for a wellness check on my son today. The police found my son deceased in his home. Constable Flynn sat in his vehicle with me to take details. I believe he just started on Monday. He was so kind compassionate and professional. He needs accolades. He asked if he could give me a hug which I accepted as he escorted me to my vehicle. I so appreciate all the aid I got from the police today.

Date Received: June 8, 2024

From: Member of the Public

OPS Member: Constable K. Cooper and Constable T. Bristow

Excerpt from Letter: I'm writing to say a gracious and much deserved thanks to Constable Cooper and Constable Bristow. I am the owner of a bicycle and ski store. Since 2008 we have never had a break in and despite the increase in crime around the city our area seems pretty safe. In the last few years, we have noticed an increase in drug use and petty theft around the businesses near us but we were luckily over looked. In late April we had our first break-in where the thief took over \$80k worth of custom bicycles, lap tops and drills. We couldn't find the source of the entrance so we bolted up the windows and changed the batteries in the alarm system. Two weeks later it happened again and they managed to avoid the cameras and grab another 2 bikes,

lap tops and the new drills (Another \$30K) we just replaced. Again, we couldn't figure out how they got in. The third time we got the thief on camera. We went looking for him and got some decent info which we then called the police. Constable Cooper and Constable Bristow took the information we gave them and managed to get enough witness' to generate an arrest and get this thief with multiple priors off the street. Sadly, they weren't able to retrieve the bikes from the initial thefts but after some hours and solid police work they were able to retrieve the last bicycle that was stolen (\$6000 value).

I do realize that resources are limited, and the politicians are under funding an already underfunded, understaffed and underpaid police force and that there are far more important crimes to deal with than stolen bicycles (regardless of the value). A small business owner to take more than a \$100k hit in the span of a month in a down economy pushed us to the brink with our insurance and with the patience of our clients who lost their bikes not to mention our own inventory. Just to be able to get one clients bike back and know that the thief is behind bars gives me some hope for the future. I just want to give these officers on the case the praise they deserve as we were really struggling on how to deal with the financial fall out from multiple break ins. Hopefully stories like this get out more often so that the city realizes that the current system of safe shoot up houses, room houses and lack of policing could lead us to becoming another San Francisco. The force needs more officers and Cooper and Bristow and the funding to train more officers not to mention increase powers for the police. Despite some of the non-sense you may here in the press, the majority wants more funding for the force and more power to help get the crime under control. You all have my respect, loyalty and any voting power that leads to more funding to the force. Thank you for your time.

Date Received: June 9, 2024

From: Member of the Public

Excerpt from Letter: Thank you to the officer(s) sitting at the end of the 417 on ramp at Woodroffe at 9 am this morning. Their lights were flashing as a family of geese was navigating the shoulder of the highway. It made me smile

Date Received: June 9, 2024

From: Member of the Public

OPS Member: Constable J. Seary

Excerpt from Letter: On New Years Day, our car was hit head-on advancing on a green light at an intersection near the Ottawa University Campus. According to the traffic video acquired by your Department, the other car, which was stopped at a red light advanced into the intersection turning into my lane. Our car was totalled, and two of the three

occupants required medical attention at the Ottawa Hospital and involved follow-up lasting a couple of months.

Within several minutes of calling 911, two requested ambulances, a fire truck (as the car was smoking) and Constable Joshua Seary arrived. All services given were highly professional.

Constable Seary made a true difference at the accident scene with his calm, collective and respectful handling of a difficult situation. We remain thankful for his professionalism and acumen, which was extended to the follow-up investigation.

Date Received: June 10, 2024

From: Member of the Public

OPS Member: Constable M. Briggs, Constable J. Flynn and Constable A. Haggerty

Excerpt from Letter: Wednesday, June 5th, 2024 I called in to ask for a wellness check for my mother, the dispatcher was very helpful and was able to reassure me and answer my questions. From there we decided to head to Ottawa from Kingston as well. During our trip, I was contacted by an officer who was on scene and it was determined something was wrong. She agreed to wait for me as I had a key with me and we were only 45 minutes out. When we arrived there were 3 officers there and I am very grateful for that. I have to say your officers went far above any expectations I have ever had. I know the media paints a bad picture of the police, but this is not my experience. These three officers were nothing short of wonderful in a very bad time for my family. I cannot thank these three very passionate, caring individuals enough for their help. This of course also extends to the Paramedics who took great care of my mom, they were very caring and compassionate individuals. They made us all feel very at ease and that everything would be ok. If you could please pass this along to everyone involved in this service call I would greatly appreciate it.

Thank you Ottawa Police and Paramedics for being there when my family needed you.

Date Received: June 13, 2024

From: Member of the Public

OPS Member: Constable Sarah Bell

Excerpt from Letter: On 13 Jun 2024, during an aggressive wellness check and missing persons event, there was a female Constable named Sarah who was very tall and a former bodybuilder who was a remarkable human. She was kind and understanding through a very unnecessary ordeal. She continuously treated and spoke to me professionally and understood my request for female escort.

Date Received: June 14, 2024

From: Member of the Public

OPS Member: Constable C. Schulz

Excerpt from Letter: It's with a great pleasure that I would like to send you this commendations letter, to highlight the exemplary work from your police officers during a missing patient event that happened at our Bruyère hospital site on Bruyère street, Tuesday June 4th.

The case was immediately managed by Constable Christine Schulz – Frontline Operations Platoon A Central – and we've heard that there were many officers helping on the search. The patient was found safe and sound downtown 5-6 hours after his disappearance.

With this message, we would like to thank you for your commitment for helping us that day. It was reassuring to know that while our Bruyère staff were searching for him downtown, at the same time your officers were searching too. It was a great collaborative effort, and your action showed us that you are true professionals devoted to our community.

On behalf of Bruyère Continuing Care and as the director of Bruyère Security and Emergency preparedness, please accept our gratitude.

Date Received: June 19, 2024

From: Member of the Public

OPS Member: Constable A. Hafizi

Excerpt from Letter: On May 18th, police officers from our police department went to a Hotel to intervene in a family dispute.

When the officers arrived, the man was highly intoxicated with alcohol and very aggressive. He punched one of the officers in the face. The officers intervened with the suspect and, during the altercation, received several punches. The suspect acted with rare violence towards the police officers, who struggled to subdue the man. One of your officers, was on the scene at the time of the events and didn't hesitate to come to the aid of our police officers. We were very fortunate to have him there at that moment. Without his help, the outcome could have been very different. We wanted to let you know how grateful we are towards Ahmad Hafizi for all the help he has provided us.

Date Received: June 26, 2024

From: Member of the Public

Excerpt from Letter: Good day, I was reading about the new traffic enforcement initiative on the news today. It said that OPS laid 94 charges in one night in barrhaven regarding dangerous driving, speeding etc..Just wanted to say way to go and hope that Ottawa police keeps it up! My family and I appreciate the police taking road safety seriously and

better yet, taking action against those who don't respect the safety of others and don't respect the privilege of driving.

Date Received: June 26, 2024

From: Member of the Public

OPS Member: Constable C. Larocque

Excerpt from Letter: Just wanted to thank Chris for his friendly service this afternoon at Lorry Greenberg and Blohm Drive, where a road closure due to paving on Conroy Road was taking place. Chris was helpful and professional while I was at the location to assist children leaving school during my crossing guard shift with the Ottawa Safety Council. I really appreciated the open and positive interaction provided by Chris, his commitment, and his community sensibility. Amidst the challenges faced by the police service, particularly over the last few years, Chris' actions go a long way towards reestablishing mutual trust and respect in the communities we serve.

Date Received: June 27, 2024

From: Member of the Public

OPS Member: T. Watson

Excerpt from Letter: I was pulled over in a traffic stop, I'd like to commend officer Watson for being polite, respectful and professional. I hope more police officers can follow his example.

Date Received: June 27, 2024

From: Member of the Public

OPS Member: Constable A. Saeed

Excerpt from Letter: Just wanted to offer my appreciation for the interaction I had with Constable Ali (didn't get his first name, unfortunately). He responded to my bike collision today and was super helpful, reasonable, and was an all-around reassuring presence in a pretty stressful situation. Very nice guy treated us all respectfully and went above and beyond to make sure I made it home in one piece. Great guy, and a great first (and hopefully last) experience with the OPS! Cheers.

Date Received: July 4, 2024

From: Member of the Public

Excerpt from Letter: I would like thank the Officers that help me find my husband on Canada day at Pesimi station. My husband has Alzheimer and we were separated when a train arrived at the station and people were walking up the hill while we were going down.

The Police Officers that responded were extremely professional and compassionate. They reacted swiftly and in retrospect averted a situation that could have deteriorated

quickly once the firework were over as thousands of people would of descended into Pesimi station. Thank you for your compassion and service!