

LIST A – OPS Directed

	SOURCE	REC #	REC DESCRIPTION	OPS RESPONSE	ASSIGNED TO	PROPOSED ACTION PLANS	TARGET DATE FOR COMPLETION	ONGOING STATUS
1.	OAG OPS Report	1	<b>EARLY ENGAGEMENT WITH OEM IN SIGNIFICANT FUTURE EVENTS</b> The Deputy Chief should work collaboratively with the GM of Emergency and Protective Services (EPS) to develop a process to ensure timely engagement of the OEM (along with all other relevant City departments) when the size and nature of a protest (or other similar event) has the potential for significant City impacts. This will ensure that the handling of future similar events are grounded in the City’s Emergency Management Plan to support a City-wide coordinated response.	Management Response: The OPS agrees with and supports this recommendation. To achieve a more coordinated approach, the OPS has established the Integrated Event Command Table (IECT), which includes all required City departments and partnering agencies/services. The IECT is engaged from the early stages of event planning and decision-making for City events and is carried on right through the event itself. The representative from the OEM holds a seat at the IECT at all levels throughout the entire process. The OPS is in the process of establishing the IECT and will continue to review and refine where applicable. The Specialized Policing Directorate (SPD) and Strategic Planning Branch, in consultation with other sections and partnering agencies, will establish a Terms of Reference for the IECT by Q4 2023.	Supt., SPD / B. Cho <i>D. Kirkland / T. Bitanga-Almaden</i>	<ul style="list-style-type: none"><li>• Terms of Reference for the IECT formalizing the engagement and integration of the City (including OEM) in planning and decision-making for City events.</li><li>• Evidence demonstrating that a formalized process has been put in place to include the OEM in IECT meetings.</li><li>• Evidence that the OEM has been included in regular IECT meetings.</li></ul>	By Q4 2023	Progressing
2.	OAG OPS Report	2	<b>SHARING OF INTELLIGENCE WITH THE CITY</b> The Deputy Chief should work collaboratively with the GM of EPS to develop a process to have the OPS regularly share intelligence on matters that have City-wide impacts with select individuals (with security clearance) within the City’s OEM. This will enable the City to receive more timely and detailed intelligence to aid responses to future events.	Management Response: The OPS agrees with and supports this recommendation. The OPS’s Intelligence section has revised its internal processes to assess and determine the potential sharing of intelligence to the appropriate City individuals/departments, specifically the OEM and INTERSECT, to ensure better planning and decision-making for future events.  This is achieved through the Integrated Event Command Table (IECT), which includes all required City departments and partnering agencies/services. The OPS is in the process of establishing the IECT and	Supt., SPD / B. Cho <i>(and consultation with Supt. of Intelligence Unit)</i>	<ul style="list-style-type: none"><li>• Terms of Reference for the IECT formalizing the sharing of information and unprotected intelligence with the City’s selected point person for timely collaboration and decision-making.</li></ul>	By Q4 2023	Progressing

				<p>will continue to review and refine where applicable. The Specialized Policing Directorate, Intelligence, Information &amp; Investigations Command, and Strategic Planning Branch, in consultation with other sections and partnering agencies if required, will establish a Terms of Reference for the IECT by Q4 2023. The OPS will continue to share information and unprotected intelligence, as previously mentioned, with the City’s selected point person through the IECT for timely collaboration and decision-making.</p>				
3.	OAG OPS Report	3	<p><b>COLLABORATION WITH CITY TRAFFIC MANAGEMENT</b></p> <p>The Deputy Chief should work collaboratively with the GM of EPS to develop a process to ensure that for future events of significant size and nature, the City will be engaged by the OPS for integrated planning. This would include actively engaging the City’s Traffic Management unit to carry out its traffic incident management responsibilities and make use of its subject matter expertise in traffic management. Further, City input should be sought when developing traffic plans. Traffic related documents should be shared, along with any changes throughout the event, as traffic management has significant implications to City services.</p>	<p>Management Response: The OPS agrees with and supports this recommendation. The representative from City Traffic Management now holds a seat at the Integrated Event Command Table (IECT) at all levels throughout the entire process. The OPS is in the process of establishing the IECT and will continue to review and refine where applicable. The Specialized Policing Directorate, in consultation with other sections and the City, will establish a Terms of Reference for the IECT by Q4 2023. The OPS will actively engage the City’s Traffic Management unit for future events of significant size and nature to carry out its traffic incident management responsibilities and make use of its subject matter expertise in traffic management. City input will be sought when developing traffic plans, and traffic-related documents will be shared, along with any changes throughout the event, as traffic management has significant implications for City services.</p>	<p>Supt., SPD / Insp., SPD / S/Sgt., Traffic / B. Cho</p>	<p>Establish the Terms of Reference: The Specialized Policing Directorate, in consultation with other sections and the City, will establish a Terms of Reference for the IECT by Q4 2023 that outlines the responsibilities of the City Traffic Management representative and the OPS for traffic management during events.</p> <p>Engage Traffic Management Unit: The OPS will actively engage the City’s Traffic Management unit for future events of significant size and nature to carry out its traffic incident management responsibilities and make use of its subject matter expertise in traffic management.</p> <p>Seek City Input: The OPS will seek City input when developing traffic plans and traffic-related documents for events.</p> <p>Share Traffic-Related</p>	<p>By Q4 2023</p>	<p>Progressing</p>

						<p>Documents: The OPS will share traffic-related documents, along with any changes throughout the event, as traffic management has significant implications for City services.</p> <p>Review and Refine: The OPS will continue to review and refine the IECT process where applicable to ensure effective traffic management during events.</p>		
4.	OAG OPS Report	4	<p><b>FORMALIZE COMMUNICATION ROLES AND RESPONSIBILITIES BETWEEN OPS AND THE CITY</b></p> <p>The Director of Communications, in collaboration with the Chief Communications Officer, should document their respective roles, responsibilities, authorities and formalize guidance on how the organizations will work together during emergencies to ensure there is adequate review and approval of communications before they are published.</p>	<p>The OPS agrees with and supports this recommendation.</p> <p>A corporate communications structure and process have been established through the IECT.</p> <p>The Corporate Communications Branch, in collaboration with the Chief Communications Officer of the City of Ottawa, will establish a Memorandum of Understanding by the end of Q2 2023.</p>	Exec. Dir., Strategy and Communications J. Steinbachs / C. Lavigne	<p>Policy or procedure identifying different roles and responsibilities.</p> <ul style="list-style-type: none"> <li>• Development of a formalized Memorandum of Understanding between OPS Communications and City of Ottawa's PIMR to formalize service offerings during an emergency. In addition, to create an emergency communications approval and coordination process.</li> </ul>	By end of Q2 2023	Completed and to be submitted to the OAG
5.	POEC re: Police Services	14	<p>Based on the lessons learned at this Inquiry, such standards, frameworks, legislation, policies, procedures, or manuals should include, but not be limited to:</p> <p>a. processes to identify strategic, operational, and tactical commanders together with succession planning;</p> <p>b. building redundancies in command to ensure 24/7 coverage and address continuity of command;</p>	<p>This item has been endorsed by Exec. Command as an urgent and necessary requirement.</p> <p>Scheduling needs to be developed in terms of managing an event. OPS is currently taking steps to build up training / opportunities to expand capacity of continuity of command.</p>	<p>Exec. Command / HR (PDC, Talent Development, Sworn Staffing, etc.)</p> <p>Exec. Command / HR (PDC, Talent Development, Sworn Staffing, etc.)</p>	<p>Immediate and short-term plans include providing select Duty Inspectors with critical major incident command training (for continuity of command). Review current training available and explore opportunities to expand capacity of continuity of command.</p>	Q4 2024	Ongoing

			<p>c. identifying lawful alternate sites for continuing protests, where applicable;</p> <p>d. health and wellness planning for officers;</p> <p>e. ongoing assessment of community impact;</p> <p>f. pre-event planning and ongoing dialogue with protesters by trained and, where applicable, culturally competent officers; and</p> <p>g. coordination with non-policing first responders and relevant public authorities or agencies (for example, through the creation of executive tables).</p>	<p>The OPS has begun ensuring that a health, safety and lifestyle (wellness) component is entrenched within all events as part of planning and execution.</p> <p>Initiate discussion with City partners as their participation is essential and also collaborate internally and seek feedback and guidance from other OPS sections such as Neighbourhood Resource Teams, Police Liaison Teams, Strategic Partnerships and Eng. Unit, etc.</p> <p>Where applicable, Police Liaison Teams to lead but OPS to also include feedback and guidance of City partners, Neighbourhood Resource Teams, Strategic Partnerships and Eng. Unit, etc.</p> <p>INTERSECT is now a multi-jurisdictional, multi-disciplinary emergency management and preparedness hub. It is through this hub that information is shared to all partners to achieve a collaborative approach.</p>	<p>Key SPD members / City Partners, Provincial Partners, or Federal Partners</p> <p>Dir., Wellness and Safety</p> <p>Supt., SPD / Supt., NPD / Director, Community Safety and Wellbeing / Insp., SPD / Insp., NPD / S/Sgt., Police Liaison Team</p> <p>Supt., SPD / Insp., SPD / S/Sgt., Police Liaison Team</p> <p>Supt., SPD / Key members - as above through IECT</p>	<p>OPS to initiate/continue to reach out to collaborate with partners to brainstorm and gather information for alternative sites.</p> <p>OPS will continue to review, improve and update any policy, procedure, software or mechanism that would enhance this service to OPS members.</p> <p>OPS to initiate/continue discussion with City partners and collaborate internally to gather information and data regarding community impact.</p> <p>OPS will continue to review, improve and update any policy, procedure, software or mechanism that would enhance this service to OPS members.</p> <p>The OPS will explore opportunities to incorporate other sections within the organization to obtain, facilitate or participate as required. (NOTE: Recommendation 14(g) overlaps with OAG's OPS Recs #1 &amp; #3.)</p>		
6.	POEC re: Police Services	16	Where feasible, police services should have a contingent of trained PLT officers or have entered into an agreement with another service to access such officers or appropriate expertise, as needed.		Supt., SPD / Insp., SPD / S/Sgt., Police Liaison Team and Emergency Services Unit	Develop a plan for accessing PLT officers by defining when their support may be required; or enter into an agreement with another service to access such officers when required and establish a communication protocol for effective collaboration among stakeholders.		
7.	POEC re: Police Services	17	Police services should create procedures, if they do not already exist, that clearly articulate the role of PLT officers within the context of major events. The procedures should adopt, with appropriate modifications for local conditions, frameworks such as the OPP		Supt., SPD / Insp., SPD / S/Sgt., Police Liaison Team and Emergency Services Unit	Create clear procedures outlining the roles and responsibilities of PLT officers during major events based on research.		

			Framework for Indigenous Incidents Protests and/or the CACP National Framework.			Train PLT officers on the new procedures and regularly review and update them.		
8.	POEC re: Police Services	18	PLT officers and major event commanders, as well as senior leadership, should receive specialized training and education on, among other things, the OPP Framework and/or the CACP National Framework, and the role to be played by PLT officers and leadership in relation to major events.		Supt., SPD / Insp., SPD / S/Sgt., Police Liaison Team and Emergency Services Unit	Train PLT officers, incident commanders and senior leadership on the OPP or CACP Framework as required, and on the role of PLT officers during major events.		
9.	POEC re: Police Services	19	In relation to Recommendation 18, police services should recognize the unique considerations that should inform a policing response to Indigenous-based protests, including the need for cultural competencies in addressing such protests. This recognition should also extend, more generally, to the development of national policing standards, frameworks, legislation, policies and procedures, and manuals.	OPS has secured and/or developed culturally-sensitive training which is mandatory for all members to complete. This includes Indigenous-related training, Anti-Black Racism training, etc. Additionally, PLT officers undertake separate and extensive cultural training.	Supt., SPD / Insp., SPD / S/Sgt., Police Liaison Team and Emergency Services Unit / Insp., Outreach, Recruiting, Training and Performance	Provide cultural competency training to all personnel involved in responding to Indigenous-based protests and ensure policies and procedures related protest response incorporate a framework that is respectful of Indigenous cultures and traditions		
10.	POEC re: Police Services	22	Municipalities, police services boards, and police services should, when dealing with major events, provide the public with accurate, useful, and regularly updated information.	In the process of finalizing the <i>Public Information and Media Relations, and Ottawa Police Services Emergency Communications Approval and Coordination Process</i> as well as an MOU between the OPS and the City of Ottawa (as an Appendix to PIMR Emergency Plan and COOP) in response to OAG's Recommendation #4.	Exec. Dir., Strategy and Communications J. Steinbachs / C. Lavigne	Recommendation 22 overlaps with OAG's OPS Rec #4.: Action plans for this recommendation should address this. (NOTE: Recommendation 22 overlaps with OAG's OPS Rec #4.)	By end of Q2 2023	Completed and to be submitted to the OAG

	SOURCE	REC #	REC DESCRIPTION	OPS RESPONSE	ASSIGNED TO	PROPOSED ACTION PLANS	TARGET DATE OF COMPLETION	ONGOING STATUS
1.	POEC re: Police Services	1	<p>The federal government - in conjunction with provincial, Indigenous, and territorial governments; police and intelligence agencies; the Canadian Association of Police Chiefs; and other stakeholders - should develop or enhance protocols on information sharing, intelligence gathering, and distribution that:</p> <p>a. identify how and by whom information and intelligence should be collected, analyzed, and distributed for major events, such as protests, that have multijurisdictional or national significance;</p> <p>b. enhance the ability to collaboratively evaluate information collected for reliability;</p> <p>c. adhere to the <i>Canadian Charter of Rights and Freedoms</i> and the reasonable expectations of privacy of those affected;</p> <p>d. enhance record-keeping regarding the collection, analysis, and distribution of information and intelligence;</p> <p>e. ensure compliance with legislative mandates, for example, statutory limits on surveillance of lawful protests by the Canadian Security Intelligence Service (CSIS);</p> <p>f. promote appropriate access to and interpretation of social media and open-source materials;</p> <p>g. ensure that-where appropriate - comprehensive, timely, and reliable intelligence be communicated to police and government, within their appropriate spheres of decision making; and</p> <p>h. promote objective, evidence-based risk assessments that are written to both acknowledge information deficits and avoid misinterpretation.</p>	All related to policing in general; OPS cannot do this in isolation of other police services. These recommendations need to be made in a united manner--not in a siloed fashion.	Chief Stubbs / A/DC Burnett (with consultation from the Intelligence Directorate (A/DC Ferguson, Supt. Dunlop and INTERSECT, if required))	<p>The OPS will reach out to bodies such as the CACP, OACP and others through either verbal or written communications.</p> <p>(NOTE: Recommendation 1(d) overlaps with OAG’s OPS Rec #2.)</p> <p>(NOTE: Recommendation 1(g) overlaps with OAG’s OPS Rec #2.)</p>	Q4 2024	Ongoing
2.	POEC re: Police Services	2	The stakeholders identified in Recommendation 1 should consider the creation of a single national intelligence coordinator for major events of a national or interprovincial or interterritorial dimension	As above	Chief Stubbs / A/DC Burnett	As above	Q4 2024	Ongoing

3.	POEC re: Police Services	3	<p>Police and other law enforcement agencies should develop, in conjunction with affected governments, protocols around requests for additional law enforcement resources, where a police service is unable to respond on its own to major events, including certain protests. Such protocols should address:</p> <p>a. whether a municipal police service should request additional resources in Ontario through the OPP or concurrently directly with other police services and/or the RCMP;</p> <p>b. whether and when such requests should prioritize provincial policing resources before calling on the RCMP or other federal agency resources;</p> <p>c. to whom such requests should be directed and in what circumstances;</p> <p>d. to what extent governments should participate in these requests for resources;</p> <p>e. what, if any, circumstances (such as a plan acceptable to the agency providing substantial resources or the creation of an integrated or unified command) should exist before external resources are provided and to what extent such circumstances should be memorialized in writing;</p> <p>f. in situations involving limited resources that cannot be deployed at the same time to multiple jurisdictions, what factors inform the jurisdiction given first or primary access to such resources, and to what extent can government be involved in the prioritization of limited resources to specific events; and</p> <p>g. in Ontario, whether the OPP commissioner should be given formal authority to address the provision and allocation of policing resources where other police services require external assistance.</p>	As above	Chief Stubbs / A/DC Burnett (with consultation from the Intelligence Directorate (A/DC Ferguson, Supt. Dunlop and INTERSECT, if required))	As above	Q4 2024	Ongoing
4.	POEC re: Police Services	9	All governments and their police services should work co operatively to create, to the extent possible, national standards on how these issues are addressed.	As above	Chief Stubbs / A/DC Burnett	As above	Q4 2024	Ongoing
5.	POEC re: Police Services	15	The RCMP should consider leading an initiative, working with other police agencies, for police services across the country to adopt a single command and control model, with shared nomenclature to facilitate integrated operations in appropriate situations.	As above	Chief Stubbs / A/DC Burnett	As above	Q4 2024	Ongoing

6.	POEC re: Police Services	19	In relation to Recommendation 18, police services should recognize the unique considerations that should inform a policing response to Indigenous-based protests, including the need for cultural competencies in addressing such protests. This recognition should also extend, more generally, to the development of national policing standards, frameworks, legislation, policies and procedures, and manuals.	As above	Chief Stubbs / A/DC Burnett	As above	Q4 2024	Ongoing
7.	POEC re: Police Services	23	The federal government, in conjunction with other governments and with police services and other stakeholders, should comprehensively examine the scope and limitations on police powers in relation to protest activities. This examination should ultimately result in the clarification of such powers, whether in legislation or through the development of policing protocols that draw upon the lessons learned at this Inquiry. Such protocols should, among other things, articulate the extent to which the police may lawfully restrict access to an area within or outside a city, or at or adjacent to a border crossing, by protesters and/or certain types of vehicles; and criteria for the exercise of such restrictions that remain compatible with the lawful rights under the Charter to protest and peacefully assemble.	As above	Chief Stubbs / A/DC Burnett (with consultation from the Intelligence Directorate (A/DC Ferguson, Supt. Dunlop and INTERSECT, if required))	As above	Q4 2024	
8.	POEC re: Police Services	24	Consultations and discussions should continue, through a working group, led by the federal government but including other governments, police agencies, and the Parliamentary Protective Service, to study, on a priority basis, whether changes should be made to the division of responsibilities for policing and security in the National Capital Region. The working group's discussion should be informed, in part, by the contents of this Report.	As above	Chief Stubbs / A/DC Burnett	As above	Q4 2024	Ongoing
9.	POEC re: Police Services	25	Where the Federal Government proposes to declare a public order emergency and introduce law enforcement measures, it should, circumstances permitting, obtain, through direct consultation or through an appropriate intermediary such as the RCMP commissioner, the views of those law enforcement agencies likely to be primarily affected by these proposed decisions. Such consultation should be specifically directed to what, if any, law enforcement related measures are needed to address the	As above	Chief Stubbs / A/DC Burnett (with consultation from the Intelligence Directorate (A/DC Ferguson, Supt. Dunlop and INTERSECT, if required))	As above	Q4 2024	Ongoing



			emergency, and whether the consulted agencies have any concerns about the consequences of declaring a public order emergency.					
10.	POEC re: Police Services	26	The perspectives of affected law enforcement agencies should, circumstances permitting, be summarized in writing and made available to decision makers.	As above	Chief Stubbs / A/DC Burnett	As above	Q4 2024	Ongoing