



**Ottawa Police Service Board**

**Minutes**

**Meeting #:** 106  
**Date:** September 23, 2024  
**Time:** 4:00 pm  
**Location:** Electronic Participation

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

**Absent:** Councillor Cathy Curry

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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 23 September 2024 meeting.**

**Carried**

3. Confirmation of Minutes
  - 3.1 Minutes #105 of 22 July 2024

**That the Ottawa Police Service Board confirm Minutes #105 of the 22 July 2024 meeting.**

**Carried**

4. Committee Meetings: Reports from Committee Chairs & Minutes

4.1 Policy and Governance Committee - Draft Minutes #19 of 19 August, 2024

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

**Received**

4.2 Finance and Audit Committee - Draft Minutes #27 of 5 September, 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. Councillor David Hill

Delegate spoke to the budget direction and the safety and security for the Barrhaven residents.

7. Inquiries

**Member Carr**

**1. Determination of Staffing Needs for Major Events**

- What factors does the Ottawa Police Service (OPS) consider when determining staffing needs for major events and demonstrations?

- What role, if any, do event-specific risk assessments and after-action reviews from past events play in adjusting staffing assumptions for future major events?

**2. Major Events and Demonstrations: Data and Costs (September 1, 2023 – August 31, 2024)**

- How many major events and demonstrations were policed by OPS during this period?
- How many officer hours were dedicated to these events, including regular hours and overtime?
- What was the total cost to OPS for policing these events, including overtime and external assistance from other police services?
- How many arrests and fines were issued during these events?
- What revenue streams (e.g., federal/provincial funding, paid duties) contribute to covering these costs, and how much do they represent relative to the total expenses?
- What is the scope of these revenue streams, and which events qualify for federal or provincial funding?
- What criteria does OPS use to determine whether an event qualifies as a paid duty?
- For events designated as paid duty, what costs, if any, are still borne by OPS?
- Have there been observed trends in the number of officers volunteering for paid duties?
- Please provide a breakdown of all the above data by event type, including recurring events (e.g., weekly Palestine protests), major annual events (e.g., Canada Day, Panda Games), and other categories of major events.

**3. Impact on Proactive Policing and Resource Allocation**

- How does the mobilization of resources for major events affect proactive policing efforts?

- Which proactive units, in addition to Neighbourhood Resource Teams (NRTs) and Community Police Officers (CPOs), have been mobilized for major events?
- How many hours have CPOs and NRT members spent away from their regular duties to police major events?
- What are the current staffing levels of each Neighbourhood Resource Team compared to the required levels?

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 Ottawa Police Gala - Fundraiser in Support of The Sexual Assault Support Centre of Ottawa and The Multifaith Housing Initiative

Acting Executive Director 's report

**That the Ottawa Police Service Board approve the purchase of a table plus three extra tickets for the annual Ottawa Police Gala being held on November 2, 2024, at the Shaw Centre, at a cost of \$2,600.**

**Carried**

8.4 Ontario Association of Police Service Boards' Labour Relations Seminar Funding Request

Acting Executive Director 's report

**That the Ottawa Police Service Board approve a \$2,000 Silver sponsorship for the Ontario Association of Police Service Boards' 2024 Labour Conference being held on November 26 & 27, 2024.**

**Carried**

8.5 Attendance at The Building Bridges Evidence-Based Policing Conference

Acting Executive Director 's report

**That the Ottawa Police Service Board approve the attendance of M. Carr at the Building Bridges Evidence-Based Policing Conference being held in Blue Mountain, Ontario, from November 7-8, 2024.**

**Carried**

8.6 Workforce Management Report – Second Quarter 2024

Chief's report

A concern was raised regarding the presentation of data in the report, noting that it is difficult to understand the relevance of metrics, such as the attrition rate by gender, when not contextualized with the overall percentage of male and female members within the Service.

The Service responded, acknowledging that the report format has evolved over the years to meet various board needs. The Service expressed willingness to refine the report and make it more relevant, potentially aligning it with the objectives outlined in the strategic plan.

It was noted that attrition numbers, while higher than forecasted, are not considered abnormal. The Service regularly monitors these figures and has found no significant themes contributing to the increased attrition. Some employees have left for other career opportunities, and others were casual staff. Overall, the Service maintains a low attrition rate.

Retention processes were discussed, with a particular focus on the absence of exit interviews. A comment was raised about the importance of gathering feedback from departing employees to identify potential retention challenges. The Service acknowledged the need for

improvement in this area and committed to developing a formal policy for conducting exit interviews.

It was suggested that if exit interviews are implemented, themes identified through this process should be included in future workforce management reports.

A question was raised regarding the prolonged vacancy of the Chief Financial Officer (CFO) position, which has remained open since January 2023. The Service explained that efforts to fill the role had been unsuccessful in the initial round of recruitment, but plans are in place to return to the market later this year. The Service aims to present a potential candidate to the Board early next year, ideally after completing the upcoming budget cycle.

As the report highlights a significant number of female resignations, it was questioned whether there are specific factors contributing to this trend. The Service committed to working with the Board to refine the data presented in future reports to better address such concerns.

**That the Ottawa Police Service Board:**

1. **Receive this report for information.**
2. **Appoint the individuals identified in Document 1 as police officers.**

**Received and Carried**

8.7 Financial Status Report – Second Quarter 2024

Chief's report

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

**Received**

8.8 Performance Report – Second Quarter 2024

Chief's report

A comment was made expressing concerns regarding the operational data presented in the report. It was noted that the information lacks relevance and does not provide insights aligned with the strategic plan. The report, developed in 2005 in collaboration with a citizens advisory panel, raises questions about its current value and the purpose of this panel.

The Service clarified that the citizens advisory panel was established as part of the performance and accountability framework to engage community members in identifying measures that help them understand police activities. However, it was emphasized that the data must be revisited to ensure alignment with current objectives.

The Service discussed ongoing efforts related to the community safety data portal, which includes crime data. An update to the portal is scheduled for October, with further recommendations on reporting requirements expected to be presented in December.

Concerns were raised regarding the integration of financial and HR data. The Service confirmed plans to integrate administrative, crime, and public perception data. One specific initiative mentioned was the development of an open budget dashboard, which had been tested previously and will be made accessible through the community data portal.

The Service acknowledged the volume of reports submitted annually and indicated openness to suggestions for optimizing these reports. There is a recognized need to assess which reports remain relevant and which should be modified or eliminated to better serve the Board and the community.

It is an opportune time to reevaluate the reports received by the Board and to ensure that the information is pertinent to current key performance indicators (KPIs) and strategic goals.

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

**Received**

8.9 Report on The Special Investigations Unit 23-OFP-517

Chief's report

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

**Received**

8.10 Report on The Special Investigations Unit 24-OCI-137

Chief's report

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

**Received**

8.11 Report on The Special Investigations Unit 24-OFI-129

Chief's report

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

**Received**

8.12 Report on The Special Investigations Unit 24-OSA-011

Chief's report

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

**Received**

8.13 Outstanding Board Inquiries, Motions & Directions: September 2024 Report

Acting Executive Director 's report

The Board inquired about the status of two outstanding inquiries from the Ottawa Police Service (OPS).

The Service provided an update regarding the fraud unit, noting a significant increase in cases, with files up by 50% compared to previous



years. Also staffing pressures have led to a reduction in the number of investigators in the fraud unit, by reassigning them to other sections. On average, OPS receives approximately 30 fraud complaints per day, many of which are closed after review as they are determined to be civil matters.

Currently, there are 584 files awaiting assignment, and investigations are categorized based on complexity: low (approximately 30 days), medium (3 to 6 months), and high (up to a year). Delays are often due to waiting for information from financial institutions. The unit acknowledges that these investigations can be traumatic for complainants, especially those who may have lost life savings. The Service recognizes the unacceptable nature of these delays and is actively working to address them.

The Board expressed satisfaction with the information received regarding the fraud inquiry and requested updates on the other inquiry at future meetings. It was highlighted that community outreach is crucial, with an emphasis on encouraging Community Police Officers (CPOs) to engage with local Councillors to assist affected individuals.

The Service also noted the importance of educating seniors about fraud prevention, acknowledging ongoing efforts to improve community awareness.

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

**Received**

8.14 Letters of Commendation September 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. Update On the Implementation of The Lansdowne Consulting Group Report Recommendations
  3. Delay Application
  4. Request for Temporary Assistance (CSPA, S. 19)
  5. Request for Temporary Assistance (CSPA, S. 19)
  6. Labour Relations Matter
  7. Request for Temporary Assistance (CSPA, S. 19)
  8. Request for Temporary Assistance (CSPA, S. 19)
  9. Request for Temporary Assistance (CSPA, S. 19)
  10. Labour Relations Matter
  11. Legal Matter
  12. Legal Matter
  13. Legal Matter
  14. Board Governance and Organizational Development
  15. Labour Relations Matter
11. Adjournment  
The meeting adjourned at 05:17 pm.
12. Next Meeting  
Regular Meeting – Monday, October 28, 2024 - 4:00 PM