



**Ottawa Police Service Board  
Policy and Governance Committee  
Minutes**

**Meeting #:** 22  
**Date:** July 7, 2025  
**Time:** 3:00 pm  
**Location:** Electronic Participation

**Present:** Cathy Curry, Dave Donaldson, Michael Polowin, S. Fakirani,  
M. Carr

---

1. Ceremonial Activities and Announcements

1.1 Election of Chair

Mr. H. Sayah, Executive Director, opened the floor for nominations for the Chair position of the Ottawa Police Service Board's Policy and Governance Committee.

Member Donaldson moved that Member Polowin be nominated as Chair of the Ottawa Police Service Board's Policy and Governance Committee. Member Curry seconded the nomination.

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

**That nominations for the position of Chair of the Ottawa Police Service Board's Policy and Governance Committee be closed and that the Ottawa Police Service Board appoint M. Polowin as Chair of the Policy and Governance Committee.**

**Carried**

2. Confirmation of Agenda

**That the Ottawa Police Service Board's Policy and Governance Committee confirm the agenda of the 07 July 2025 meeting.**

**Carried**

3. Confirmation of Minutes

3.1 Minutes #21 of 08 May 2025

**That the Ottawa Police Service Board's Policy and Governance Committee confirm Minutes #21 of the 08 May 2025 meeting.**

**Carried**

4. Declarations of Interest

No Declarations of Interest were filed.

5. Items of Business

5.1 CSPA Update - Paid Duty

Presentation

The Committee asked whether there is an ideal amount of time between receiving a paid duty request and posting it to find volunteers. They also asked for clarification on the pay duty rate scale by officer rank.

The Service advised that the ideal lead time for paid duty requests varies seasonally. During summer, the busiest period, requests should be submitted at least two weeks in advance to allow for resourcing and contract review. In the lower season (November to March), shorter notice may suffice. Daily slots are held specifically for last-minute city contracts, as these are common during construction season. Paid duty clients are given a rate scale based on officer rank. As an example, staffing may include a staff sergeant, 3–4 sergeants (more for high-attendance events), and approximately 20 constables. If there are insufficient constables, the client may be asked to pay lower-ranked officers at a higher-ranked rate to fill the gap.

The Committee asked for comments on administrative fees and discussed concerns of the indirect costs associated with paid duties such as officer fatigue. The Service reported that an administrative fee is added on top of the officer's hourly rate, about 25% to 30%. For example, if a constable's rate is \$75/hour, the client pays around \$86–\$87/hour. This fee covers overhead costs beyond just coordinators and supervising staff. A new overhead analysis has recently been completed to help update and refine these rates. The administrative fee is used to offset fuel charges and other incidental costs. This year, paid duty generated about \$4 million in revenue and incurred \$3 million in expenses, leaving around \$1 million (25–30%) to cover overhead costs. These figures are presented annually to the Board for approval as part of the budget process.

The Committee inquired about the rationale behind the Inspectorate of Policing's (IOP) recommendation that Boards approve paid duty assignments. The Executive Director explained that the Inspector General is responsible for enforcing the requirement for Board approval of paid duty, as outlined in the 2019 CSPA. However, recent discussions with the IOP suggest they recognize this requirement could be overly burdensome for Boards with high volumes of paid duty, like Ottawa. A formal memo is expected to clarify the IOP's interpretation of Section 18. Meanwhile, efforts are underway with partners and the Ontario Association of Police Service Boards to advocate for legislative or regulatory changes that would reduce the administrative burden while maintaining compliance. It was discussed that this requirement may stem from the need for consistency across the province.

The Committee inquired whether officers working paid duty after a full workweek are compensated at an overtime rate. The Service confirmed they are paid at time-and-a-half, with all constables paid at the first-class constable rate regardless of actual rank, creating an incentive for junior officers to volunteer for paid duty.

The Service advised that special constables have begun handling traffic-related duties, such as during Canada Day. However, they are primarily assigned to courthouse work on weekdays, which limits availability for paid duty. Low staffing for the Ironman event was noted despite the outreach efforts.

The Committee sought clarification on the legal requirements for using sworn officers, special constables versus private security. The Service explained that police presence at events is typically contractual, not legislative. For instance, NHL games and festivals often require police to satisfy insurance requirements or to perform traffic control and emergency response. Paid duty officers remain under the authority of the Chief of Police and can respond to emergencies or perform regular policing duties.

Regarding the 3,024 individual paid duty contracts, the Committee asked whether umbrella agreements could be created with recurring clients such as the City or the Ottawa Senators. The Service explained that due to the unique nature of each event and the need for flexibility, umbrella agreements are difficult to implement. For example, factors like availability of officers, the need to assign higher-ranking officers, or unexpected surges require case-by-case planning. Currently, OPS creates and signs individual contracts, but payment processing is handled by the City and OPS depends on the City to track issues like unpaid invoices. These operational complexities make consolidating contracts difficult.

**That the Ottawa Police Service Board's Policy and Governance Committee receive this presentation for information.**

**Received**

5.2 By-Law to Amend Procedure By-Law #3 of 2014 – Inquiries and Motions for Follow-Up

Executive Director's report

The Committee commented that individuals should not unilaterally direct the Chief through inquiries. Instead, inquiries should be reviewed and approved by the full Board, similar to processes at City Council where inquiries are formally accepted or rejected. The Committee asked whether each inquiry would require a formal motion and vote for approval, or if there would be a more informal acceptance process. The Executive Director confirmed that there will be a vote and recommendation for each inquiry received. **ACTION:** The Committee requested the Service provide details on the resources and time required to respond to inquiries.

The intent is that inquiries can be submitted in writing up to 24 hours before a meeting or during the meeting itself. Once approved, the Board will set a response timeline in consultation with the Chief. This timeline can be adjusted at future meetings as needed, based on evolving requirements.

The Committee inquired whether an inquiry can be approved and directed to the Chief at the same meeting in which it is introduced. The Executive Director confirmed that, per the IOP, the seven-day agenda publication rule does not apply to inquiries. As such, they may be introduced and approved during the same meeting or deferred at the Board's discretion. This flexibility ensures the Board can address urgent issues in a timely manner.

**That the Ottawa Police Service Board's Policy and Governance Committee recommend that the Ottawa Police Service Board adopt the proposed amendments to Section 28 of the Procedure By-law, as set out in the attached draft.**

**Carried**

### 5.3 Roadmap for the Modernization of the Major Events Policy Framework

Executive Director's report

The Committee raised a question about the frequent use of the phrase "community will be consulted" in documents, asking for clarification on what exactly is meant by "community" and who is included in those consultations. The Executive Director explained that a full stakeholder mapping has not been completed, but they are working with the City to identify key stakeholders. Potential consultations would include human

rights advocacy groups, communities affected by demonstrations and various community organizations such as community associations and the Community Equity Council. The Board office is speaking with the City about using its Engage Ottawa platform to launch a city-wide survey to capture a board range of perspectives.

**That the Ottawa Police Service Board's Policy and Governance Committee approve the roadmap for the review of the Major Events policy framework as outlined in this report.**

**Carried**

6. Other Business

7. Adjournment

The meeting adjourned at 3:57 pm.

8. Next Meeting

Thursday, September 4, 2025 - 10:00 AM