



Ottawa Police Service Board

Minutes

Meeting #: 118
Date: June 23, 2025
Time: 4:00 pm
Location: Electronic Participation

Present: Chair: Salim Fakirani, Councillor Cathy Curry, Vice Chair: Marty Carr, Peter Henschel, Dave Donaldson, Michael Polowin, Councillor Steve Desroches

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

This draft Minutes document summarizes the disposition of items and actions taken during the meeting. This document does not contain all of the text that will appear in the final Minutes. Recorded votes and dissents included in this draft are provisional until the Minutes are confirmed by the Board. The final draft Minutes will be published with the agenda for the

next regular Board meeting and, once confirmed, will replace this document.

2. Confirmation of Agenda

The Agenda was amended to include item 8.5.1 Appointment of Special Constables-City of Ottawa (Transit Services).

That the Ottawa Police Service Board confirm the amended agenda of the 23 June 2025 meeting.

Carried as amended

3. Confirmation of Minutes

3.1 Minutes #116 of 28 April 2025

The minutes were amended to correctly indicate the Chair being absent at the April 28th 2025 meeting.

That the Ottawa Police Service Board confirm amended Minutes #116 of the 28 April 2025 meeting.

Carried as amended

4. Committee Meetings: Reports from Committee Chairs & Minutes

4.1 Human Resources Committee - Draft Minutes #24 of 06 May, 2025

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

Rece

4.2 Policy and Governance Committee - Draft Minutes #21 of 08 May, 2025

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

The Board emphasized its continued commitment to establishing clear JPIs and targets; however, the process has required substantial work and revisions. As a result, the adoption of the final draft of the strategic plan has been deferred to July 2025

The Board sought R. Browne's opinion on documents three and four of the use of force report, as they recommend Body Worn Cameras (BWCs). R. Browne stated that BWCs are not supported by evidence as an effective tool for addressing key issues such as the disproportionate use of force against Black individuals. He noted that previous decisions against the use of BWCs were based on this lack of supporting evidence. The Board also asked for his opinion on the reported decrease in use of force against Indigenous individuals.. R. Browne acknowledged that any decrease is a positive development but emphasized the need for clear goals and KPIs to sustain and drive meaningful change.. He highlighted that the current disproportionate use of force against Black and Middle Eastern individuals, at 3.3 times higher than expected, must be reduced to zero, with a firm target established for next year's report.

The Service expressed appreciation to the group of volunteers who lead the Community Equity Council, acknowledging their ongoing collaboration with the Ottawa Police Service (OPS) on a range of important issues.

7. Inquiries

There were no Inquiries.

8. Items of Business

8.1 Crime Stoppers Semi-Annual Update

Presentation

The Board asked Richard McMullen, President of Crime Stoppers, whether community engagement with residents leads to an increase in Crime Stoppers calls. He confirmed that it does result in a significant rise in anonymous tips. However, he noted that Crime Stoppers does not track tips by specific events or geographic locations. Nonetheless, the increase in tips coincided with the start of their expanded community outreach efforts.

The Board thanked Crime Stoppers for the update and expressed appreciation for their ongoing efforts to help make the community safer.

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

Received

8.2 Chair's verbal report

Chair's report

The Board emphasized the value in attending the swearing in ceremonies and other OPS events. They requested that these events not conflict with pre-scheduled committee and Council meetings to allow Members who are also Councillors to attend OPS events.

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

Received

8.3 Chief's verbal report

Chief's report

The Board inquired about who is responsible for targeted enforcement of speeding and stunt driving. The Service explained that traffic enforcement is carried out by a combination of teams, including frontline teams, Neighborhood Resource Teams, and Traffic Units. Due to limited staffing in the Traffic unit, other groups are deployed to assist. The Service stressed that this collaborative approach is considered beneficial, as it ensures all teams gain experience in conducting traffic stops and enforcing the Highway Traffic Act (HTA). All groups involved are equipped to handle distracted driving situations. Although the Traffic unit has 34 full-time positions, actual staffing typically ranges from 17 to 19 officers. At times, the unit has operated at or below half capacity.

The Board commended the OPS for managing security during the visit of the King and Queen, recognizing it as a major undertaking. They inquired about who is responsible for funding security during royal visits and how those costs are tracked. The Service advised that for major events such

as royal visits, the federal government covers security costs. However, this is not automatic; OPS must submit detailed expense reports which are subject to federal audit before reimbursement is approved. The Board emphasized the importance of thoroughly documenting and submitting all related expenses.

The Service recognized Acting Sergeant Megan Arbuthnot for her efforts organizing the 2025 High School Special Olympics event, in addition to her involvement in the royal visit and CANSEC.

The Board praised the high level of coordination and collaboration they observed at the RCMP Command Center during the royal visit. They highlighted the impressive teamwork among various agencies, including the OPP, OC Transpo, and PSPC. The Board commended all those in the command center and on the ground, specifically thanking Deputy Chief Burnett and others for their roles in ensuring smooth traffic flow and precise event timing.

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

Received

8.4 Educational Presentation: Crime analysts

Presentation

The Board asked the presenters if they are collaborating with OPS staff working on the Board's KPIs. Y. Li explained that their team works closely with John Steinbeck's team, particularly on the annual report, by contributing key data and analysis. They also collaborate with District Inspectors, providing data analytics support to help address questions from Councillors.

The Board inquired whether the analytics team could recommend alternative metrics or suggest measuring more relevant indicators based on their assessments, even if they differ from what is currently being measured. Y. Li confirmed that their unit regularly guides clients on more suitable metrics. They prioritize understanding the purpose behind each data request, as clients may ask for one thing when a different metric would more effectively meet their needs.

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

Received

8.5 Appointment of Special Constable-Carleton University

Chief's Report

That the Ottawa Police Service Board approve the appointment of one (1) Carleton University (Campus Safety Services) employee listed in Appendix 3 as a Special Constable for Carleton University pursuant to Section 92 of the Community Safety and Policing Act (CSPA).

Carried

1. Appointment of Special Constables-City of Ottawa (Transit Services)

Chief's report

That the Ottawa Police Service Board approve the appointment of six (6) City of Ottawa employees listed in Appendix 1 as Special Constables for City of Ottawa, Transit Services pursuant to Section 92 of the Community Safety and Policing Act (CSPA).

Carried

8.6 Ottawa Police Annual Report 2024

Chief's report

The Board asked for clarification on the start date of the CORE strategy and sought clarity on what the first 90 days covered, referencing statistics showing a 16% reduction in service calls, a 250% increase in proactive policing, and up to 43% crime reduction in hotspots. **ACTION:** The Board noted the report did not address crime outside those areas and requested an update on the broader community impact at a future meeting. The Service spoke about the complexity of crime causality and the challenges of displacement, noting that arresting prolific offenders can temporarily

reduce crime in targeted areas. However, if offenders move to other parts of the city, issues persist. It was advised that an evidence-based policing model is being developed in partnership with Carleton University. While still in early stages, the program aims to use data for deeper analysis, enabling more precise conclusions and informed policing strategies in the future.

The Board asked why clearance rates for youth crimes were over 100%.

ACTION: The Service will look into this question and follow up with the Board. The Board also asked why overall clearance rates appear to be declining and whether there are any known reasons for the trend and plans to address and reverse it. The Service explained that declining clearance rates are partly due to high case volumes and limited capacity within specialized units. It was noted that teams handling various cases are struggling to keep up with demand and while some projects have had success, new criminal groups emerge, making it difficult to sustain progress. Managing priorities, risk and staffing issues also add to this as all of the units spend a lot of time in court as well.

That the Ottawa Police Service Board:

1. **Receive this report for information; and**
2. **Direct the Executive Director to file the 2024 Annual Report with Ottawa City Council in fulfillment of the Board's obligation under Section 41 of the Community Safety and Policing Act, 2019.**

Received and Carried

8.7 Annual Use of Force Report-2024

Chief's report

The Board asked why there has been a decrease in use-of-force incidents involving Indigenous peoples in Ottawa. The Service acknowledged the need for further analysis to understand the changes and suggested that the mandatory Indigenous awareness training for all OPS members may have positively contributed the decline. . However, more research is needed to identify the exact causes behind these trends. Dr. Jacobs

cautioned that because the numbers are very small, just a few incidents can significantly affect the data, so it is important not to draw overly optimistic conclusions from a single year's figures.

SUGGESTION: The Board discussed that most data derive from cases where use of force was not applied and suggested focusing on understanding what went right in those situations. The importance of a trauma-informed approach was highlighted as a valuable perspective in policing, particularly in interactions with Indigenous peoples.

The Board asked for more information on the value of BWCs, noting the lack of clear data proving their effectiveness. The Service explained that while the Use of Force Committee has not yet made formal recommendations, they recognize the challenge posed by the absence of video evidence during incidents. They expect to recommend the adoption of BWCs to enhance their work. It was also noted that Carleton University has requested BWC footage to provide richer data for research and analysis. It was noted that BWCs promote accountability for both officers and citizens, help verify allegations and assist in gathering evidence for criminal charges.

The Board asked if the 99.9% of incidents where force use of force was not used can be compared to other police services. The Service confirmed that such comparisons are possible, as the Solicitor General collects and releases use-of-force data from multiple services. The Board further inquired whether detailed data exists on the 251 incidents where force was used, specifically whether the individuals involved are repeat offenders or Ottawa residents.

ACTION: The Service will look into this and report back to the Board.

The Board asked what it would take to reduce use-of-force to zero. Dr. Jacobs emphasized that BWCs would not only record use-of-force incidents but also successful de-escalations, providing valuable learning opportunities. While he acknowledged that achieving zero use-of-force is likely unrealistic, he highlighted significant progress in race and identity data reporting since 2020.

The Board asked whether the 30% increase in use-of-force involving Middle Eastern individuals is correlated with recent demonstrations over the past two years. The Service stated that they do not believe there is a

correlation. The report provided only preliminary data, and further investigation is needed to fully understand the increase. It was noted that in several cases, force was used on groups (e.g., during a vehicle stop), and each individual is counted separately, which may inflate the numbers.

The Board discussed the challenges of de-escalation when individuals are under the influence and asked whether such context is captured in reports. This information could help explain why certain situations escalate and whether those challenges are being properly documented. The Service confirmed that these scenarios are recorded; however, the data currently do not link such contextual factors to the effectiveness of de-escalation efforts.

The Board reiterated its question regarding what it would take to reduce use-of-force incidents to zero. The Service explained that while training has had a positive impact, the focus now needs to shift toward examining officer deployment. It was noted that systemic racism may be perpetuated by deployment patterns that contribute to disproportionate use-of-force incidents. Through the District Project, OPS is analyzing where officers are deployed, what they do when not responding to calls, and how these patterns relate to race-based data and geographic trends in service calls. The goal is to better understand and reduce systemic contributors to disproportionate outcomes. Ultimately, the goal is to lower the number and reaching zero is the target.

The Board noted that a slide in the presentation displayed various measures and their decreases, but each used a different baseline year. The Board emphasized the need to use consistent baseline years to better identify trends

The Board asked how the impact of training on use-of-force outcomes is being evaluated. The Service explained that much of the training is mandated by provincial standards, which OPS is required to deliver. While additional research-based training can supplement these programs, OPS is ultimately bound by provincial adequacy standards. Dr. Jacobs explained that the ability to evaluate training effectiveness is still evolving due to limited data. However, there has been a noticeable shift toward emphasizing de-escalation in use-of-force practices. Although this approach remains somewhat aspirational, the current report marks progress in collecting data to validate training value, identify gaps, and

guide improvements. Elements such as fair and impartial policing and bias awareness are incorporated into training scenarios. Officers are assessed on their ability to apply these principles during requalification exercises. If they fail, they must repeat the training, and passing is mandatory to return to duty.

The Board asked about a case mentioned on page 26 of the report in which the reporting officer did not know whether medical treatment was required or received after a use-of-force incident. The question asked was whether this was unusual and if officers are expected to know this information. The Service responded that while uncommon, it is possible a reporting officer may not know the outcome, especially if the incident extended beyond their shift. However, someone within the Service would ultimately have that information.

The Board expressed concern about the use-of-force statistics involving Black and Middle Eastern individuals and urges the Service to continue its proactive efforts. **ACTION:** The Board requested that a dashboard be included in future reports to track progress on the use-of-force recommendations from the Abdi inquest, which the Service has committed to implementing.

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

Received

8.8 Professional Standards Unit-2024 Annual Report

Chief's report

The Board highlighted an inconsistency in the report regarding driving-related conduct complaints. Table One shows 172 incidents for the first three months of 2024, while another section reports 590 infractions for the full year. The Board asked why the first three months is presented separately instead of consistently showing the full annual total. The Service explained that the split is due to the implementation of the CSPA on April 1, 2024. Prior to that date, complaints fell under the PSA.

That the Ottawa Police Service Board receive this report for information and in compliance with the requirements set out under

**section 215 of the Community Safety and Policing Act, 2019 (CSPA)
and Ontario Regulation 90/24.**

Received

8.9 Community Safety and Policing Act, 2019 (CSPA)

Chief's report

The Board raised concerns about challenges in meeting mandatory training requirements under the CSPA. The Board asked how training compliance is being tracked, whether there are statistics on completion rates, and whether more pressure needs to be applied to the OPC to improve progress. Chief E. Stubbs commented that he has spoken with other Chiefs, and they are facing similar challenges. A report is being prepared for September that will outline current progress on training compliance, identify gaps, and detail actions being taken to address them.

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

Received

8.10 Financial Status Report-First Quarter 2025

Chief's report

The Board referenced a chart on page 384 showing a police non-directorate account with a reported spending of 3,637% of its budget and asked for clarification. The Service explained that the 3,637% overspend is due to a timing issue related to revenue accruals. Federal and provincial funds were recorded at year-end but had not yet been received. The reversal of those accruals in Q1 created a temporary large charge. The overspend will be resolved once the actual funding is received.

The Board discussed that four years ago, numerous vacancies resulted in a surplus of funds. However, with the implementation of the staffing stabilization plan, there are no longer vacancies or surplus funds to rely on. At the time, it was assumed that filling vacancies would reduce overtime costs, and the Board asked whether that reduction is now being observed. The Service explained that a reduction in overtime has not yet occurred. While the staffing stabilization plan is progressing, its full

benefits are still emerging. Some areas remain understaffed, and overtime is being actively managed by leadership. The full impact will not be realized until staffing levels are fully stabilized. The Board referred to a comment in the report that collective agreements have caused some financial strain this quarter and asked whether any unexpected factors contributed to budget overspending. The Serviced advised that the budget was prepared before the final collective agreement figure were known, and actual costs ended up being higher. While some budget risks were anticipated, none were unexpected. The current budget pressures are primarily the result of known risks that have now materialized. Due to the nature of the police sector's arbitration system, collective bargaining outcomes must align with settlements in other jurisdictions. It was also noted that the Board entered negotiations later than others, after many contracts had already been settled, which influenced the final terms. Since the agreement was not finalized during budget planning, the higher resulting costs must now be reflected in the current year's budget.

The Board raised concerns about the impact of paid duty work related to City infrastructure projects and post-pandemic festivals and asked whether the revenue from these duties is cost-neutral or if the City incurs administrative losses. The Service advised that paid duty is cost-neutral and the City recovers costs through an administrative fee. The Service is only allowed to recover costs for certain billable services, such as false alarms and paid duties, but no profit is made from these services. Paid duties are cost neutral, and the amount of money received matches the amount spent. Administrative fees are recovered from paid duty work through a 35% administrative fee charge to for-profit organizations and a 20% charge to non-profit organizations. The annual paid duty revenue budget is approximately \$6.3 million, with \$4.5 million allocated to overtime costs. The remaining \$1.8 to \$2 million represents the administrative fees.

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

Received

8.11 Performance Report-First Quarter 2025

Chief's report

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

Received

8.12 Workforce Management Report–First Quarter 2025

Chief's report

ACTION: The Board referred to the topic of workforce attrition, highlighting that the Drive2 Strategy includes a commitment to improving the work environment. The Board asked if the attrition data could be broken down by racialized vs. non-racialized groups and if resignation data could be categorized by years of service. The Service agreed to include these details in future reports.

The Board suggested to track tenure at retirement, noting that officers retire at different points in their careers. They asked whether it would be helpful to analyze whether certain groups tend to retire as soon as they become eligible versus staying longer. The Service confirmed they can provide data on years of service at retirement, categorized into ranges. Retirement eligibility is defined as 30 years of service and age 50, which qualifies for an unreduced pension. The Board noted that, given the strict retirement criteria, this may be less of a concern and concluded that additional analysis might not be necessary.

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

Received

8.13 Report on the Special Investigations Unit 24-OCD-510

Chief's report

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

Received

8.14 Report on the Special Investigations Unit-24-OFP-492

Chief's report

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

Received

8.15 Report on the Special Investigations Unit 24-OFP-552

Chief's report

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

Received

8.16 Response to Inquiry I-25-07

Chief's report

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

Received

8.17 Legal Services Status Report-2025 First Quarter

Board Solicitor's report

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

Received

8.18 Consent Agenda

1. Review of Board Policy CR-28 Assistance in the Provision of Policing

Executive Director's report

That the Ottawa Police Service Board approve the amended policy attached to this report as endorsed by the Policy and Governance Committee.

Carried

2. Ratification: Appointment of Ottawa Police Service Officers

This item is before the Board for ratification following pre-approval on May 22, 2025, by electronic polling.

That the Ottawa Police Service Board:

1. **Appoint, on the date of swearing in, the Ottawa Police Service police officers listed within this report, pursuant to Section 37(1)(c) of the Community Safety and Policing Act (CSPA).**
2. **Issue a certificate of appointment as required by Section 83(4) of the CSPA.**

Carried

3. Ratification: Appointment of Special Constables-Carleton University

This item is before the Board for ratification following pre-approval on May 22, 2025, by electronic polling.

That the Ottawa Police Service Board approve the appointment of three (3) Carleton University (Campus Safety Services) employees listed in Appendix 3 as Special Constables for Carleton University pursuant to Section 92 of the Community Safety and Policing Act (CSPA).

Carried

4. Ratification: Appointment of Special Constables-Ottawa Police Service

This item is before the Board for ratification following pre-approval on May 22, 2025, by electronic polling.

That the Ottawa Police Service Board approve the re-appointment of seven (7) Ottawa Police Service employees listed in Appendix 1 as Clerical Special Constables and that the Ottawa Police Service Board approve the new appointment of thirteen (13) new hires listed in Appendix 2 as Generalist

Special Constables and five (5) new hires listed in Appendix 3 as Forensic Identification Technician (FIT) Special Constables pursuant to Section 92 of the Community Safety and Policing Act (CSPA), in accordance with the terms and conditions set forth in the attached Application for Appointment Forms.

Carried

5. Ratification: Appointment of Special Constables-Ottawa Police Service

This item is before the Board for ratification following pre-approval on June 10, 2025, by electronic polling.

That the Ottawa Police Service Board approve the new appointment of one (1) new hire listed in Appendix 1 as Generalist Special Constable and one (1) new hire listed in Appendix 2 as Forensic Identification Technician (FIT) Special Constable for the Ottawa Police Service pursuant to Section 92 of the Community Safety and Policing Act (CSPA), in accordance with the terms and conditions set forth in the attached Application for Appointment Forms.

Carried

- 8.19 Outstanding Board Inquiries, Motions & Directions: June 2024 Report

Executive Director's report

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

Received

- 8.20 Letters of Commendation

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. Major Events Briefing-Canada Day
 3. Legal Matter
 4. Labour Relations Matter
 5. Lease Update
 6. Labour Relations Matter
 7. Personal Matter
 8. Legal Services Status Report-Settlements, First Quarter 2025
 9. Legal Matter
 10. Legal Matter
11. Adjournment
The meeting adjourned at 7:01 pm.
 12. Next Meeting
Monday, July 28, 2025 - 4:00 PM