



**Ottawa Police Services Board**

**Minutes 62**

**Meeting #:** 62  
**Date:** July 25, 2022  
**Time:** 4:00 pm  
**Location:** Andrew S. Haydon Hall, 110 Laurier Avenue West

**Present:** Chair: Councillor Eli El-Chantiry, Vice-Chair: Suzanne Valiquet, Councillor Cathy Curry, Michael Doucet, Salim Fakirani, Peter Henschel

**Absent:** Councillor Jeff Leiper

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

**That the Ottawa Police Services Board confirm the agenda of the 25 July 2022 meeting.**

**CARRIED**

3. Confirmation of Minutes

3.1 Minutes #61 of 27 June 2022

A question was raised about the content of the minutes and what it should include. The Executive Director clarified that in the Board's Procedure Bylaw there is a section that stipulates what should be captured in the minutes; the Bylaw stipulates proceedings should be captured without note or comment. However, to assist with record keeping, the Board's minutes do capture some high-level comments. Verbatim detailed comments are not captured.

**That the Ottawa Police Services Board confirm Minutes #61 of the 27 June 2022 meeting.**

**CARRIED**

4. Declarations of Interest

No Declarations of Interest were filed.

5. Public Delegations

1. *Robin Browne (613-819 Black Hub), he/him*

Topics addressed by the delegate included the OPS's response to gender-based violence, mental health services, the South facility and the budget.

6. Inquiries

Vice Chair Valiquet made note of a letter from a member of the public regarding the June 11 incident on Parliament Hill where two Sikh members of the public were arrested following an allegation of a threat which proved later to be unsubstantiated after further investigation. She raised a question around processes in place for officers when attending calls for service where there may be sensitivities pertaining to religion or race.

I/Chief Bell noted the OPS is on track to improve cultural competency of officers in the community and with the services they provide. In every incident where OPS responds, public safety is at the forefront but not the

only consideration. In the Parliament Hill incident, it was a dangerous threat and the OPS response was appropriate in the circumstances. I/Chief Bell also advised that all officers receive anti-racism training.

The OPS learned from this incident the importance of taking cultural competency into consideration in their police operations. The Service was able to speak the Ottawa Sikh Society and other organizations to gain more knowledge about what occurred and the impact it had and gain better insight about relationships with those organizations. This insight is being shared with Incident Commanders and since that event occurred, there have been opportunities to put their learning into action.

The Chair asked the I/Chief to also submit his response in writing.

## 7. Items of Business

### 7.1 Chair's verbal report

Chair's report

A copy of the Chair's verbal report is available [online](#).

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

**RECEIVED**

### 7.2 Chief's verbal report

Chief's report

A copy of the Chief's verbal report is available [online](#).

A question was raised about staffing at the OPS. I/Chief Bell noted OPS is a resource-based organization and there are currently staffing challenges, particularly as a result of the increase in demonstration-based events.

OPS is looking to develop a longer-term staffing strategy to look at different factors to meet needs in years ahead. OPS is also looking at comparators across the country, not just in terms of cop-to-pop but also indicators like crime severity, geography, budget, etc. I/Chief says Service needs to do some healing from within in terms of supporting members. The Service also needs to better understand what a sustainable number of members is to police Ottawa and then come up with a growth plan. It

was also noted that the OPS should engage with Federal funding partners as the police of jurisdiction for the Nation's Capital.

The Chair requested a presentation to the HR Committee in September on the staffing situation and also suggested outreach to the Federal government to review the current grant levels to ensure they provide for sustainable police operations.

A suggestion was made to have the crime stats per ward explained to the City Councillors on a one-on-one basis to help them understand and interpret the data. The OPS had canvassed if the practice was valuable and didn't receive a lot of feedback until they took it away. OPS will be bringing this practice back, including having Community Police Officers engage with Councillors.

It was noted that for the recruitment events being held by OPS, if the information is shared in a concise format with Councillors, they can help promote them.

A comment was made, echoing the Chair's comments in his verbal report around the success of the police operations on Canada Day, as well as appreciation for the other services who helped provide support.

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

**RECEIVED**

7.3 Report from Hefid.Solutions on the Results of the Chief Recruitment Community Engagement

Report from Hefid.Solutions & Presentation

Margaret Campbell of Odgers Berndtson and Hector Addison of Hefid.Solutions were in attendance to present to the Board.

Ms. Campbell noted she had spoken to SOA President Chris Rheaume as well as Interim OPA President Brian Samuel to gather their feedback on the Chief recruitment process.

Ms. Campbell provided an overview of the themes that have been arising during her interactions, namely:

- Morale of the OPS

- Courageous system changer/not afraid to disrupt the status quo
- Willingness to accept responsibility as a leader
- Customer service- inside and outside
- Budget – underfunded

Mr. Addison then provided an overview of the community engagement report and findings.

The Board then heard from a public delegation:

1. Ryan St-Jean

The delegate noted there was no mention of masks or the convoy in the report. He also spoke to the need for police reform and police board reform, accessibility of meetings, and delegates being able to hear back directly from the Service/Chief.

The Board proceeded to ask their questions on this item.

When asked about the identity of the Board members interviewed as part of the engagement, Mr. Addison noted this information is kept confidential to respect people's privacy.

A question was also raised concerning the number of engagement sessions held as compared to what was outlined in the original proposal. Mr. Addison confirmed that nine sessions were held instead of three.

On the topic of the survey and whether it was culturally appropriate, Mr Addison clarified that 'culturally appropriate' does not mean asking different questions but rather taking into account how to interact with different groups.

A point was raised about the participation of Black, Middle Eastern, and Indigenous community members who have experienced encounters with the OPS. Mr. Addison noted the objective of the engagement was not to specifically target people based on interacting with police; they did not ask participants whether they were stopped by police or not.

Questions were raised concerning the submission of receipts to the Board for proof of payment of the honorariums and if all participants received their payments. Mr. Addison confirmed that all participants have been paid and further, more honorariums were paid than originally budgeted for as they spoke to more people. The original target was 150 people and they

spoke to 220 people. While there are no receipts (as some of the honorariums were paid by either money transfer, cash, or gift card), he is happy to provide a list of those who received honorariums to the Board, which the Board can audit. Mr. Addison will not be publicly publishing the individual names of participants to protect their privacy.

A request was raised to have more details about the different communities that Hefid.Solutions met with. Mr. Addison noted that page 17 of the report contains a table which lists the different communities they engaged with and the exact data.

It was confirmed that the report in its entirety would be included in the briefing document for the Chief recruitment process so candidates are aware of the results.

The Board noted it would accept all of the recommendations in the report on principle.

A discussion followed regarding next steps. It was clarified by Ms. Campbell that following the Board's decision at this meeting, if the process continues, the position will be posted and will remain posted for about four weeks. Approximately two weeks after that, interviews will begin. It was noted that about 10 other police services in the Province are currently looking for Chiefs or Deputy Chiefs.

Vice Chair Valiquet proceeded to introduce a motion on this item.

There was discussion on the proposed motion and a comment made that it should clarify that the recruitment process is not beginning, but rather continuing on. A further amendment was requested pertaining to the delegated authority to the HR Committee and ensuring the full Board is still consulted on the materials.

The following amended motion was then adopted by the Board:

Moved by Suzanne Valiquet

WHEREAS in February of 2022, the former Chief of Police as well as a former Deputy Chief of Police separated from the Ottawa Police Service (OPS), leaving those two positions vacant;

AND WHEREAS two senior OPS leaders have since been temporarily promoted to act in those ranks until permanent replacements are appointed by the Ottawa Police Services Board (Board);

AND WHEREAS the Board approved the procurement of Odgers Berndtson in March of 2022 to support the Board in its search for a new Chief of Police and Deputy Chief of Police;

AND WHEREAS the Board directed in March of 2022 that the recruitment process for a new Chief of Police and Deputy Chief of Police begin following the completion of the Board's and the City of Ottawa's independent reviews and evaluations of the response to the unlawful convoy protests that took place in February of 2022, with the exception of any consultation activities that will be undertaken to solicit input from the community on the next Chief of Police, which could begin in the interim;

AND WHEREAS a request was made by the Board and the City of Ottawa to the Office of the Auditor General to conduct an independent review;

AND WHEREAS the Office of the Auditor General notified the City of Ottawa and the Board by way of a memo dated March 29, 2022, that it was prepared to perform the review;

AND WHEREAS the Office of the Auditor General provided an update on the Convoy Protest Audit their office is conducting on June 24, 2022, advising they were at the information gathering stage and would not be in a position to report out prior to Canada Day events as originally requested by City Council and would be taking the time required to complete a thorough audit;

AND WHEREAS the Office of the Auditor General is coordinating its work for the audit with other agencies performing a similar scope of work, including the Public Order Emergency Commission, which was announced on April 25, 2022, by the Federal Government and will conclude with a final report including findings and recommendations which must be tabled in the House of Commons and Senate of Canada by February 20, 2023;

AND WHEREAS the consultation activities to solicit input from the community on the next Chief of Police have since been completed and the findings reported back to the Board at its July 2022 meeting;

AND WHEREAS the appointments of the provincial appointees on the Board are set to expire on September 25, or until such time as an appointment has been made by Order in Council, whichever occurs first, and it is unknown at this time whether the current members will be renewed;

AND WHEREAS a majority of the membership on the Board is likely to change, shortly following the Municipal Election on October 24, 2022;

AND WHEREAS the Board wants to ensure improved stability of the Executive Command of the OPS prior to the turnover of the Board's membership;

AND WHEREAS the Board also wants to help position the next Board for success by ensuring a permanent leadership team is established before the end of the year and prior to the next strategic planning and budget cycle;

**THEREFORE BE IT RESOLVED that the Board direct that the recruitment process for a new Chief of Police continue on to the posting stage;**

**BE IT FURTHER RESOLVED that the Board delegate authority to the Human Resources Committee to approve the final written documentation required for the recruitment process, including the candidate brief, advertisements, and interview questions, after consulting with the full Board on the materials;**

**BE IT FURTHER RESOLVED that the recruitment for a new Deputy Chief of Police be put on hold until a new permanent Chief of Police is confirmed.**

**CARRIED as amended**

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

**RECEIVED**

7.4 Renewal of 911 Service Agreement between the Ottawa Police Services Board and the City of Ottawa

Chief's report

A question was raised concerning any other stage or approval request coming to the Board for Next Generation 911. The I/ Chief confirmed that the Board will continue to get reports and updates about it however it did not require Board approval.



**That the Ottawa Police Services Board approve the renewed 911 Service Agreement between the Board and the City of Ottawa.**

**CARRIED**

7.5 Legal Services Status Report – 2022 Second Quarter

Board Solicitor's report

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

**RECEIVED**

7.6 Board Monitoring Requirements Status Report: Second Quarter 2022

Executive Director's report

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

**RECEIVED**

7.7 Outstanding Board Inquiries & Motions: July 2022

Executive Director's report

A question was raised about how much time and effort it will take to respond to the outstanding requests. It was noted that some of the inquiries may require further information from either the Federal government or the City.

The Board Solicitor advised it was up to the Board to determine if it wishes to pursue the outstanding inquiries and motions.

It was determined that the Service would work with the Executive Director to determine the time estimates and how these may be addressed.

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

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7.8 Letters of Commendation

Chief's report

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

**RECEIVED**

8. Other Business

There was no other business.

9. In Camera Items

1. Legal Services Report: 2<sup>nd</sup> Quarter 2022
2. Labour Relations Matter
3. Delay Application

10. Adjournment

The meeting adjourned at 5:48 pm

11. Next Meeting

Regular Meeting – Monday, September 26, 2022 - 4:00 PM

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Original signed by K. Ferraro,  
Executive Director

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Original signed by Councillor E. El-  
Chantiry, Chair