



Ottawa Police Services Board

Minutes 46

Monday, November 22 2021, 4:00 PM

Tuesday, November 23 2021, 3:00 PM

Via Zoom

Krista Ferraro, Executive Director

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Board Members:

Councillor D. Deans, B. Johnson, Councillor R. King, Councillor C. Meehan, D. Nirman, L.A. (Sandy) Smallwood, R. Swaita

CONFIRMATION OF AGENDA

That the Ottawa Police Services Board confirm the agenda of the 22 November 2021 meeting.

CONFIRMED

CONFIRMATION OF MINUTES

MINUTES #44 OF 25 OCTOBER 2021

MINUTES #45 OF 3 NOVEMBER 2021

That the Ottawa Police Services Board confirm Minutes #44 of the 25 October 2021 meeting and Minutes #45 of the 3 November 2021 meeting.

CONFIRMED

COMMITTEE MEETINGS: REPORTS FROM COMMITTEE CHAIRS & MINUTES

FINANCE AND AUDIT COMMITTEE - DRAFT MINUTES #16 OF THE 9 NOVEMBER 2021

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

RECEIVED

DECLARATIONS OF INTEREST

PUBLIC DELEGATIONS

The Board heard from the following public delegates on a range of topics.

1. ROBIN BROWNE, 613-819 BLACK HUB
2. GORD GARNER, VICE PRESIDENT OF STRATEGIC PARTNERSHIPS – COMMUNITY ADDICTIONS PEER SUPPORT ASSOCIATION
3. SAAMIA AHMAD, VIVIC RESEARCH
4. NORA OTTENHOF, VIVIC RESEARCH
5. ROBIN SHABAN, VIVIC RESEARCH
6. INEZ HILLEL, VIVIC RESEARCH
7. FARNAZ FARHANG
8. LAURA SHANTZ
9. FRITZ KWABENA OKRAH

10. DANIELLE PHAM (THEY / THEM)
11. JULIA HAMER (SHE / THEY)
12. CASSIE SLACK
13. MOHAMED MIGUIL
14. BRITT G.
15. MANDI PEKAN
16. LISE HEBABI AND SONYA HOWARD, SOCIAL PLANNING COUNCIL OF OTTAWA
17. JACK BELLEMARE
18. SAM HERSH
19. BAILEY GAUTHIER (THEY / THEM)
20. MICHAEL SPRATT (HE / HIM)
21. JEFFREY BRADLEY (HE / HIM)
22. MAE (THEY / THEM)
23. SAMANTHA MCALEESE
24. PHILIPPE PARISOT
25. JULIA FALCO
26. CHRISTOPHER ARNOLD
27. KING KIMBIT
28. LORNA LEMAY & DANIEL MARKUS, CANADIAN INSTITUTE FOR CONFLICT RESOLUTIONS
29. ~~DEIRDRE MOORE~~ *registered but could not attend*
30. M
31. FREDERIC LANGLOIS
32. ~~JALIL MARHNOUJ, UNITED MUSLIM ORGANIZATION OF OTTAWA GATINEAU (UMO-OG) AND ASSUNAH MUSLIMS ASSOCIATION (AMA)~~
registered but could not attend
33. ABRAAR ELMI
34. JACOB MITCHELL
35. IRVIN WALLER

- ~~36. AZUBILAH SHAYTAN REGEEM~~ *registered but could not attend*
- ~~37. HERMONA COALITION, OTTAWA BLACK DIASPORA COALITION~~ *registered but could not attend*
38. EESHA DIASPORA, OTTAWA BLACK DIASPORA COALITION
39. LYSE-PASCALE INAMUCO
40. BILL EWANICK
41. EMMA MITCHELL
42. JONATHAN CARLSON
43. PIETRO PISCINA
44. KENZIE MORIN
45. KIRSTIN PULLES
46. BETHANY LEONARD
47. SEAN MEAGHER
48. LUC OUELLETTE
49. ANDREW CLARKE
- ~~50. SOUHEIL BENSLIMANE (THEY/THEM)~~ *registered but could not attend*
- ~~51. JARRAH ELENEZI~~ *registered but could not attend*
52. JUSTIN PICHE
53. NAMRATA TILOKANI
54. ZOE RIGBY
55. ERIC ROSENQUIST

Some of the topics and feedback expressed during the delegations included:

- Calls to freeze the 2022 budget at 2021 levels.
- Calls to defund the police.
- Over-policing of black and indigenous people.
- Disappointment in the 2022 draft budget after similar calls to freeze the 2021 budget occurred in 2020.
- Demands for the OPS to remove themselves from mental health response.

- Praise for Chief Sloly's attendance at Recovery Day. The need to destigmatize substance use for all communities and to recognize it as an illness.
- Police as responders to crime rather than crime preventers.
- Questions were raised regarding the definition of "adequate and effective policing," for which the Board is responsible.
- Upset and concern with the repeated rebranding of police programs, with reference to DART, SROs, etc.
- Concern with distinguishing information included in an OPS report regarding youth.
- The need to continue growing relationships between the OPS and marginalized communities to allow for collaborative partnerships.
- The 10 demands of the Ottawa Black Diaspora Coalition were referenced.
- Calls to redirect money from the OPS to community supports were made.
- Social determinants of health and the link to criminal activity were noted.
- Calls for transformative justice.
- Discussions on previous concern with the Mental Health Guiding Council having been run by the OPS, which was suggested to have alienated some community leaders from being willing to participate.

CITY COUNCIL DELEGATIONS

1. COUNCILLOR MATHIEU FLEURY

The following discussion occurred during the Council delegation:

- Clarification was made regarding a figure on page 99 of the budget book, on which Management Intervention is noted. The Service explained that they had achieved \$7.9 million in saving from a spending freeze, \$1.1 million from the no-travel order, and \$1.4 million in staffing savings related to growth positions that were not hired for, for a total of \$10.4 million in surplus savings.
- A question was raised regarding the number of OPS officers on leave that are unavailable for work. The Service noted that page 84 of the budget book breaks down the complement by rank within the organization. There are 2,115.9 full time employees in the budget. Close to 150 members are on leave, be it due to WSIB, LTD, leaves of absences, maternity and/or paternity leave.

- The OPS' aim to reduce the number of calls they respond to by 5 per cent in 2022 through alternative response, and up to a 15 per cent of calls over three years, was pointed to as a difficult undertaking. The Service explained that the best-established programs are CAHOOTS in Eugene, Oregon, and STAR in Denver, Colorado. Edmonton and Toronto programs were also noted. It was suggested that within all these programs, the police, the city, and community stakeholders work together for a call-integration program rather than a call diversion program. The need for targets to be set in Ottawa for joint accountability was referenced.
- Regarding provincial supports, it was noted that page 97 of the budget book outlines the \$1.6 million in Covid-19 supports having been provided by the Government of Ontario, and another \$1 million was provided for mental health and addictions.
- The Service explained that the province could do more to support municipalities under the incoming, updated *Police Services Act*. It was noted that the Solicitor General has a proposal to extend the amount of funding through a community safety grant, however the funding once divided would be minimal and would not be received until beyond 2022. It could potentially fund two small pilot projects in Ottawa.

The meeting recessed at 8:50 p.m. on Monday, November 22 following the delegation portion of the agenda. The meeting resumed at 3 p.m. on Tuesday, November 23.

INQUIRIES

There were no inquiries.

DECLARATIONS OF INTEREST

There were no declarations of interest.

ITEMS OF BUSINESS

1. CHAIR'S VERBAL REPORT

The Chair did not deliver a verbal report.

2. CHIEF'S VERBAL REPORT

Chief's report

A copy of the Chief's verbal report is available online.

Following the Chief's verbal report, a question was raised regarding ongoing Covid-19 measures and their impacts on the OPS. The Service noted that over 90 per cent of their members are at least partially vaccinated, with the numbers of those having received two doses steadily increasing. The pandemic team put together at the offset of Covid-19 continues their efforts in close coordination with Ottawa Public Health.

It was noted that throughout the whole of the pandemic, only 10 members have tested positive for Covid-19, among them only two traceable back to the workplace. The Service did note that the pandemic brought with it budgetary impacts by decreasing revenue in some areas and adding costs in others. The pandemic's impact on Service members was equally mentioned.

In terms of a return-to-work plan, the Service explained that 80 plus per cent of the organization's members are required to enter the workplace to be able to do their jobs as frontline officers, however some people will be able to work remotely on occasion even after the pandemic.

A question was raised regarding supports offered to members involved in the fatal incident in Barrhaven having occurred on Sunday, November 14. The Service explained that there are a range of health and wellness supports available to members within the organization. Immediately following an incident such as that, a briefing is sent out by senior leadership to members involved to allow an opportunity for discussion. In addition, there is an internal program called Critical Incident Stress Management, which allows members to unpack their feelings in a more formal debriefing. The OPS' Peer Support Program was also referenced. It further noted that calls are tracked through the OPS' Early

Intervention Program, which breaks down calls handled by specific platoons. The platoon having been called to the November 14 incident has been involved in multiple traumatic incidents, and the OPS is aware of the cumulative effect that can have on members. Supervisors are provided with training to ensure they are equipped to provide emotional support to members.

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

RECEIVED

3. 2022 DRAFT OPERATING AND CAPITAL BUDGETS: PUBLIC DELEGATIONS AND APPROVAL

Budget documents previously distributed

Delegations speaking to this item presented at the front of the agenda to allow Board members to reflect on their comments prior to raising their own questions.

This item was held until the end of the meeting on Tuesday, November 23. The Board then had the opportunity to raise their questions.

The following points of clarification and discussion occurred:

- Issues regarding the use of the cop-per-pop ratio were raised. The Service noted that while no data is irrelevant, no single data point should be dominant. The need for a clear articulation of metrics to measure success within the Community, Safety and Wellbeing Plan was noted. Further, it was suggested that the Board find a means of integrating those metrics, once developed, into their Strategic Priorities. In doing so, the problematic cop-per-pop ratio will lose relevance.
- Page 100 of the budget book was referenced. Under the heading “Service Initiatives/Efficiencies,” the Outsourcing Collision Reporting Centres line item shows a potential \$550,000 in savings. Under the same header, Fleet and Facilities Efficiencies shows a potential \$600,000 in savings.
- The OPS noted further efficiencies will be found in referring calls for service to other types of responders.
- The Service noted that if further financial efficiencies are not sought out, they will risk running a deficit in 2022.
- The need for Service members to strictly undertake tasks that no other

organization or person can, was noted. The OPS explained that they are working to partner with other service delivery organizations. It was explained that several positions within the organization have been converted to civilian roles. Legislative requirements for police response to certain types of calls were, however, mentioned. As such, the need for Board support in lobbying for change was requested.

- Clarification was made around outsourcing work to other organizations versus the civilianization of positions within the OPS. Civilian members still cost the Service. It was further stated that outsourcing has associated fees as well.

Councillor Rawlson King then introduced the below motion which sought to amend the 2022 OPS Draft Operating and Capital Budget Estimates.

Councillor King explained that the motion was intended to strike a delicate balance wherein both community safety and budget funds are handled thoughtfully. The need to ensure that adequate funding is provided to the Service to enable necessary deployment was noted, as was the need to meet contractual obligations with bargaining units. It was stated that the motion would allow further work on change initiatives already underway by the Board. After the Board had heard from hundreds of delegations during 2021 budget deliberations, they had introduced a motion to seek opportunities to freeze or reduce the 2022 budget at 2021 levels. To best deliver on that commitment, the Board had contracted consultants who demonstrated a capacity for cost savings. The need to find greater management efficiencies was noted. It was stated that the motion was aligned with the Community Safety and Wellbeing Plan and would encourage the establishment of non-law-enforcement interventions to community based mental health crisis response.

The Board then had an opportunity to discuss the motion. Options of financial efficiencies provided by StrategyCorp were noted.

It was suggested that the motion included an aggressive set of numbers, and that it would be a historic accomplishment if the required efficiencies are to be achieved in fulfilling the motion. The Service indicated they would do everything possible to avoid any member losing their position. The OPS committed to bringing forth reports in the first quarter of 2022 regarding potential savings and demonstrating how they plan meet the budgetary requirements.

A point was raised regarding the compounding effect that will occur with

budgetary pressures moving into future cycles – the Service advised the pressures will double in 2023, and will continue to double moving into future years. The need for that pressure to be factored into the Board's strategic priorities was noted, as was the need to escalate work and information sharing.

The Service explained that on page 89 of the budget book, document A5 demonstrated what the OPS have been able to achieve in terms of historic efficiencies with their budgets.

A question was raised regarding whether there was adequate data from StrategyCorp to support the motion's direction and to suggest that it would succeed. It was restated that the motion seeks a balance, and that within the envelope of \$350 million, the motion is achievable. It was further noted that the motion was designed to provide flexibility to the Service, so as to ensure that the Board is not involving themselves in operational matters.

The Service indicated that their inclusion in the development of a complete Community Safety and Wellbeing framework will be critical, and that the plan must be coproduced with them to succeed.

A point was raised regarding existing gaps in the OPS, such as the lack of a Cybercrime Unit. The Service explained that they will have to find a balance between the priorities of the Board and the varied demands of the community.

A question was raised regarding the impact of a 1 per cent budget reduction, as stipulated by the motion, on service delivery. The Service explained that there is an existing shortage in their Guns and Gangs Unit, which is staffed at 60 per cent. As such, the Unit is functioning in a strictly reactive capacity rather than working towards prevention. It was suggested that in order to reduce crime levels, work throughout a variety of community organizations will be required to support mental health and reduce levels of poverty and addiction. If that is achieved, then the motion could lead to better outcomes, however without the coming together of community supports, little change will be achievable. The need for accountability while a plan is developed and implemented in the City was highlighted.

Councillor King then provided closing remarks regarding the motion.

Chair Deans provided thanks to those that participated in the community consultations, and then took votes from the Board. The motion was unanimously approved by the Board.

Motion to Amend the 2022 OPS Draft Operating and Capital Budget Estimates

Moved by Councillor R. King

Seconded by: Member Meehan

WHEREAS the Board received and tabled the Ottawa Police Service's 2022 Draft Operating and Capital Budget Estimate on November 3 that included a 2.86% police tax rate increase;

AND WHEREAS the Board committed by way of a motion in November 2020 to look for ways that the 2022 Ottawa Police budget could be reduced or frozen at 2021 levels;

AND WHEREAS the Board directed by way of a motion in September 2021 that the 2022 Budget Estimate assume a zero per cent increase as its base with a detailed explanation for any increases over zero per cent and a detailed option plan for any new investments in 2022;

AND WHEREAS the Board has been reviewing the draft Budget Estimate with a view to ensuring the provision of adequate and effective policing while achieving the Board's strategic priorities;

AND WHEREAS the Ottawa Police Services Board shares the Police Chief's support for Member Health and Wellness because of its impact on the ability for the Board and Service to meet their obligations to provide resources for adequate and effective policing;

AND WHEREAS the Board has received the Third Quarter Financial Status Report from the Service which is projecting \$14.1 million in unanticipated budget pressures in 2021 which are being entirely offset by developed solutions which include \$10.4 million in management interventions;

AND WHEREAS the Board recognizes the need to contribute to cost savings and reductions wherever possible;

THEREFORE BE IT RESOLVED that the Ottawa Police Services Board approve a \$2.65 million reduction in the draft Operating Budget of the 2022 Ottawa Police Service Budget Estimate consisting of:

- **An increase of \$2 million in the efficiency savings target for management interventions, bringing the total to \$4 million (p. 100); and**
- **A reduction of \$650,000 in new services related to the data driven service optimization, which will instead be funded through the Service's General Capital Reserve Funds (p. 99).**

BE IT FURTHER RESOLVED that the Chief be directed to report back to the Board in Q1 with a series of options and their associated risks, as well as the compounding effect of that on future budgets (2023,2024, & 2025) and potential offsets, on how the total of \$4 million in management interventions can be achieved in 2022.

BE IT FURTHER RESOLVED that the Board acknowledges that the Board Strategic Planning process must align with the Chief's reporting in order for the Chief to provide his report.

BE IT FURTHER RESOLVED that the Chief be directed to present an updated detailed implementation plan for the Member Health and Wellness initiative funded in the 2021 and 2022 budgets that lays out the strategies to support Member wellness and which includes detailed breakdowns of costs, timelines, strategies for filling vacant positions, and how the initiative will be measured and evaluated.

BE IT FURTHER RESOLVED that the Chief be directed to present complete business cases fully explaining the new services outlined in the 2022 Budget Estimate which include detailed breakdowns of costs and resource requirements, the timeline for the initiative, and how it will be measured and evaluated, before any expenditures take place to support their implementation.

BE IT FURTHER RESOLVED that the Ottawa Police Services Board approve a draft 2022 Budget Estimate based on a 2% police tax levy increase.

CARRIED

Chair Deans then displayed a motion that she had intended to bring forth to City Council regarding the reallocation of Council-approved OPS funding to be used instead for a mental health pilot project.

It was decided that the motion would be withdrawn and revised and later circulated. There was a concern that there was not explicit mention of including the OPS in the mental health pilot project referenced.

Chair Deans explained that she had not circulated the City Council motion to the Board in advance given that it was contingent on the passing of Councillor King's motion.

The Board then considered the main budget motion below.

That the Ottawa Police Services Board:

1) Approve the amended 2022 Draft Operating and Capital Budgets.

CARRIED

2) Direct the Executive Director to forward the amended Budgets to City Council for approval.

CARRIED

4. 2022 OTTAWA POLICE SERVICES BOARD MEETING SCHEDULE

Executive Director's report

That the Ottawa Police Services Board approve the 2022 meeting schedule.

CARRIED

5. REQUEST FOR LETTER OF SUPPORT: ACTIVE BYSTANDER FOR LAW ENFORCEMENT (ABLE) TRAINING

Chief's report

That the Ottawa Police Services Board provide their support, in the form of a letter, for the Ottawa Police Service's application for Active Bystander for Law Enforcement (ABLE) training for all OPS members.

CARRIED

6. PUBLIC CONSULTATION POLICY: ANNUAL REPORT

Chief's report

Engagement sessions having been held with the Cameroonian and Burundi communities were referenced, and a question was raised on the strategy of engagement moving forward. The Service explained that the success of how they are perceived depends on the relationships they have, and that their engagement framework is community partner focused. The Service had contracted a third party for independence and objectivity, as trust among some

communities is low, and they want individuals to feel safe in attending engagement sessions.

The most recent sessions with the Cameroonian and Burundi communities was the fourth in a series. The Service explained that it can take time to see results. Each community is unique, and there is uniqueness even within individual communities.

A further question was raised regarding whether the Community Equity Council (CEC) plays a role in the Services engagement. The OPS explained that the CEC is integral to their sessions and provides them with strategic advice.

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

RECEIVED

7. PERFORMANCE REPORT: THIRD QUARTER 2021

Chief's report

A question was raised regarding the numerical designation of calls for service. It was noted that calls that are "P1" are those that indicate life being at risk. The report shows that only one per cent of incoming calls for service are "P1." The Board requested a breakdown of the other 99 per cent of the calls.

The Service noted that the report was set up to include the metrics that a previous iteration of the Board had requested. The Performance Report only includes P1 statistics because that is all that was previously requested, however the Service indicated that they would have discussions with their data team regarding adding in additional call types.

It was noted that Priority 2 calls are an extension of Priority 1, in which there is a lower imminent risk. Priorities 3 and 4 include mobile response at a different set of standards. Priorities 5, 6, and 7 are variations of deferred response that are not immediately provide by frontline members.

A question was raised regarding the 40 per cent decrease in severe crime, as indicated in this report. The Service noted that 2020-21 was a difficult year for forming predictions given the unprecedented times the pandemic brought with it. The Service tracks trends such as this regularly, however it is difficult to make any operational changes bases on them currently. It was further noted that the previous uptick seen in severe crime was based on ward-based data relating to

violent crime, traffic incidents and other violations. The OPS noted that the data presented in the report in discussion would be cross referenced with the ward-based data.

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

RECEIVED

8. FINANCIAL STATUS REPORT: THIRD QUARTER 2021

Chief's report

The Board requested that the Service provide an overview of financial efficiencies. The OPS noted that \$14.1 million in financial pressures were identified at the end of the third quarter, at which time \$14.1 million in solutions were also identified from a range of different opportunities within the OPS' financial forecast and budgeting. There were a number of different contributing factors, including \$1.4 million in having delayed 2021 hiring, a series of provincial funds totaling \$3.7 million, \$1.5 million in savings related to member health and wellness end of contract, and other delayed costs relating to training and equipment which were possible due to Covid-19. It was noted that the delayed costs are anticipated to come forward in future years, however.

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

RECEIVED

9. WORKFORCE MANAGEMENT REPORT – THIRD QUARTER 2021

Chief's report

A question was raised regarding the guns and gangs unit staffing levels, and its impact on their ability to deliver services. The OPS explained that the province has made a substantial commitment to fight organized crime in Ontario, recognizing that the nature of guns and gangs criminal activity has transitioned from being neighbourhood-based to whole-of-province. This provincial commitment seeks to create a province-wide database that will be accessible to municipalities. The majority of the funding will go to the Ontario Provincial Police. There is no known funding being directed to the OPS at this time, however the

database will provide capability and support. It was then mentioned that the OPS are underfunded in the guns and gangs unit.

Concern was then expressed that were the province to undertake the creation of a joint task force, the OPS could potentially be asked to provide a Service member to that team, which would in turn leave them even further understaffed. The OPS explained that as more information becomes available, they will seek to determine a more direct financial figure.

A point was raised regarding the Community Safety and Wellbeing Plans, to be a legislative requirement in the province of Ontario under the incoming Police Services Act. It was noted that conversations are being had between chiefs of police and the Solicitor General. The Service indicated being involved in lobbying the province for clarity on the funding of the plan. Both the Board and City Council could choose to lobby the province in support of the Community Safety and Wellbeing Plan.

A question was raised regarding Table 1 on page 3 of the report, in which 2021 hires are in discussion. The intake date is December, 2021. The Service clarified that the intake would be pushed into 2022, and that the earliest any attrition hires would be made would be in April, 2022, possibly September.

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

RECEIVED

10. OUTSTANDING BOARD INQUIRIES & MOTIONS: NOVEMBER 2021

Executive Director's report

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

RECEIVED

11. LETTERS OF COMMENDATION

Chief's report

A comment was made regarding the importance of this report for the Board as it keeps the members apprised of the exceptional work done by the Service.

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

RECEIVED

OTHER BUSINESS

There was no other business.

COMMUNICATIONS

1. EMAIL DATED 10 NOVEMBER 2021, FROM ANDREW ROY
2. EMAIL DATED 19 NOVEMBER 2021, FROM EMMA BIDER
3. EMAIL DATED 19 NOVEMBER 2021, FROM FREDERIC LANGLOIS
4. EMAIL DATED 19 NOVEMBER 2021, FROM TAMIR ISRAEL
5. EMAIL DATED 21 NOVEMBER 2021, FROM THEA LEWIS
6. EMAIL DATED 21 NOVEMBER 2021, FROM MAMTA M
7. EMAIL DATED 21 NOVEMBER 2021, FROM LARRY GAUTHIER & LEE BLUE
8. EMAIL DATED 21 NOVEMBER 2021, FROM FAHEEM AFFAN
9. EMAIL DATED 22 NOVEMBER 2021, FROM PIERRE JIREADA
10. EMAIL DATED 22 NOVEMBER 2021
11. EMAIL DATED 22 NOVEMBER 2021, FROM SABRINA GANNON
12. EMAIL DATED 22 NOVEMBER 2021, FROM THE OTTAWA POLICE ASSOCIATION
13. EMAIL DATED 22 NOVEMBER 2021, FROM STEPHANIE MAR
14. EMAIL DATED 22 NOVEMBER 2021, FROM JALIL MARHNOUJ

Please note that the in camera meeting was held prior to the public meeting and the following items were discussed:

IN CAMERA ITEMS

1. Labour Relations Matter
2. Operational Matter
3. Labour Relations Matter
4. Labour Relations Matter
5. Labour Relations Matter
6. Legal Matter
7. Labour Relations Matter
8. Labour Relations Matter

ADJOURNMENT

The meeting adjourned at 8:50 p.m. on Monday, November 22.

The meeting adjourned at 7:25 p.m. on Tuesday, November 23.

NEXT MEETING

Regular Meeting - Monday, December 20 2021 - 4:00 PM