

## MINUTES

### OTTAWA-CARLETON POLICE SERVICES BOARD

#### CHAMPLAIN ROOM

15 MAY 2000

5:00 P.M.

#### PRESENT

Chair: Councillor H. Kreling  
Vice Chair: Mr. G. Baskerville  
Members: Mr. D. Adam, Ms. E. Buckingham, Regional Chair B. Chiarelli,  
Councillor J. Legendre, Mr. J. McCombie

#### CONFIRMATION OF MINUTES

**That the Ottawa-Carleton Regional Police Services Board confirm the Minutes of the 17 April 2000 meeting.**

CARRIED

#### COMMENTS RE: OCCPS INVESTIGATION

At the start of the meeting, member Legendre presented the following prepared statement in reference to the events of the previous week involving OCCPS and their investigation of the Board.

“The recent events, in which the Board of the OCRPS found itself at odds with OCCOPS, will likely be forgotten by most. For those who were not closely involved, this is understandable. Certainly there was much about those events that are best forgotten. For myself, Mr. Chairman, should I forget the exact details of the prudent decision which we took on the evening of April 17<sup>th</sup>, I will remember these:

- ◆ the astonishing reaction to our decision by OCCOPS and the vigour of the Provincial Government’s pursuit of this Board;
- ◆ that the 5 (Board members) who were present that evening, having taken a unanimous decision, stood together in all of the discussions which followed - none were intimidated in spite of the severity of the measures proposed or of forces seemingly arrayed against the *gang of 5*;

- ◆ the extraordinary support which flowed from the community in support of our actions and our stand;
- ◆ the support of our elected officials and colleagues on Regional Council;
- ◆ and finally, the completeness and clarity of Judge Rutherford's decision.

It is my hope that OCCOPS will allow us to move on and seek the judicial review that was requested on the 17<sup>th</sup> of April. I for one, as I am certain are my colleagues, am prepared to abide by the results of that review.

In future, Mr. Chairman, when I hear that song so beloved of the OCRPS Choir, the song "One Moment in Time", it will recall for me that extraordinary moment when we stood together."

Regional Chair Chiarelli added to this by saying he believed the community could learn from the previous week's experience. The issue stemmed from a principled and professional disagreement between the Ottawa-Carleton Regional Police Services Board and the Ontario Civilian Commission on Police Services (OCCPS) on the certification of one police officer. When the disagreement was confronted, the Board sought a resolution through a judicial review, at which point OCCPS suspended the five Board members who participated in that decision and put them under investigation. He noted that from the beginning, the Board expressed its willingness to go to mediation to resolve the issue and was turned down. On the eve of the court hearing, the Province made an extraordinary decision to change the regulation, passed a new regulation, and appointed two temporary members to the Board. Regional Chair Chiarelli indicated that throughout the events of last week, he kept thinking about the suspended Board members and their commitment to serving the public. On behalf of the 750,000 residents of Ottawa-Carleton, Regional Chair Chiarelli thanked Chief Bevan, who behaved in a stellar fashion throughout the ordeal, and the Chair and members of the Ottawa-Carleton Regional Police Services Board who, when faced with litigation, maintained their willingness to resolve the matter through mediation. He believed the community can be proud of their service and dedication throughout a difficult time.

Chair Kreling believed the Ottawa-Carleton Regional Police Services Board has always conducted its business in an orderly and thoughtful way and that its members continue to exhibit those strengths. He took the opportunity to thank Ottawa-Carleton residents and members of the Police Service for their support and he expressed appreciation to his colleagues on the Board for their strength over the last week and for their words of guidance. He suggested that the work the Board does is valuable to the community and an assistance to the Police Service, as is demonstrated by the volume of tonight's agenda.

1. NEW WEB SITE LAUNCH

- Chief's report dated 1 May 00
- Presentation by D. Pepper, Director of Community Development

Mr. D. Pepper, Director of Community Development, began by introducing Ms. M. Costin, Corporate Communications Section, who has been working diligently for the past several months on the new OCRPS website. He indicated that though the website development is right on schedule, its launch has become a casualty of last week's events. He stated the official launch will now take place on Friday, 19 May 2000, at 10:15 a.m. when Chief Bevan will meet the press as part of Police Week activities. Mr. Pepper invited everyone to attend the event or to log on to [www.ocpolice.com](http://www.ocpolice.com) after 10:15 a.m. Friday.

Member Buckingham found this initiative very positive and was glad to see the sorts of changes being implemented, in particular that people will now be able to file complaints on-line. She believed this has been an issue for a couple of Board members in terms of making it easy for the public to be informed about the complaints process and facilitating their ability to file complaints. She was delighted to learn that citizens will be able to file complaints on-line.

Mr. Pepper indicated staff focused on that issue and worked with the Professional Standards Section to define the requirements, through the Provincial legislation. He noted the website will also enable members of the public to submit compliments on-line.

In response to comments from Member Legendre with respect to what he saw on the website today, Mr. Pepper reminded members that what visitors see today is still the old website. He re-iterated the new website is being held in abeyance until the official launch on Friday, 19 May at 10:15 a.m.

In response to specific questions from Member Legendre about the new website, Mr. Pepper indicated the Board is no longer hidden in the website layout, and the complaints section will be located on page one. Member Legendre also commented that the answers to a couple of "frequently asked questions" were less than complete on the current website; for instance, how police handle noise complaints. He inquired if these would be addressed in the new site. Mr. Pepper responded that staff shared his concerns about the completeness of the answers provided and as a consequence, the "Frequently Asked Questions" section has been removed.

**That the Ottawa-Carleton Regional Police Services Board receive this presentation for information.**

RECEIVED

2. NEIGHBOURHOOD ALERT COMMITTEE

- Executive Director's report dated 11 May 00 and attached letter from A. Filoso, Chair, Neighbourhood Alert, dated 2 May 00

Chair Kreling drew the Board members' attention to the blue book provided by the Neighbourhood Alert Committee (N.A.C.) and invited Mr. A. Filoso to introduce the members of the delegation and begin the presentation.

Mr. Filoso, Chair, Neighbourhood Alert Committee, indicated the committee meets on a monthly basis to discuss security issues in the community. He noted the committee previously made presentations to the Board in 1995 and in 1997. Though there has been fantastic improvement since the committee began working with the police in 1995, there remain some problems to be addressed.

Mr. Filoso listed some of the improvements of recent years and accomplishments of the committee.

He then highlighted some of the issues the committee would like to have addressed. They include:

- consistency and stability of police staffing at the community level;
- the value attached to the community policing experience and the skills and expertise it develops;
- succession and transition planning so that the trust and gains made by an outgoing community officer are fully transferred to an incoming community officer;
- communication and accountability in decision making;
- procedures for recourse to enhance accountability;
- the re-opening of contracts with the Police Association to ensure maximum staffing;
- a direct communication link with community police officers; and
- issues surrounding volunteer activities and neighbourhood watch / patrol programs.

Mr. J. Dorner, Principal, Saint Anthony's School, indicated the schools, churches and community groups in the area work together and have become very effective in the areas of crime prevention and problem-solving. He expressed his appreciation to the Ottawa-Carleton Regional Police Service for their support over the past three years. He indicated the school has always received an effective response for emergencies and through the police's involvement with the N.A.C. meetings, he has always sensed an orientation towards crime prevention and problem-solving. He believed there must be a commitment to on-going, continuous improvement. He stated the school is particularly concerned with the frequent presence of sex trade workers on or adjacent to school property. He indicated that last year he discovered a number of calls he made to the police were not recorded. When the matter was discussed at a N.A.C. meeting, he was told to always request a police report number when placing calls to ensure there was a record. Mr. Dorner indicated he believed that problem had been solved

until recently when he placed a call and at the end of the conversation, upon asking for a report number, he was told he would need to begin again. Though he did not believe this happens all the time, he suggested it illustrates the kind of efforts citizens make and the assiduousness required when dealing with such problems. He felt it is imperative that effective response options be provided to police officers working in this area. In closing, Mr. Dorner re-iterated his positive comments with respect to police response to calls at the school, adding "John Sweeps" have resulted in significant decreases in the amount of activity as well as in the number of syringes and condoms on school grounds. He felt there has been good cooperation between the police, the school and the community and he was pleased the N.A.C. was given the opportunity to come before the Board to express its concerns.

Ms. A. Ierullo indicated that a few years ago she felt the need to get involved in the community, specifically on safety and police issues, after living there all her life. It is a very dedicated, supportive community however, residents still fear for the safety of their children as well as their own. She maintained the N.A.C. is interested in working with the police to build a working community policing model, however members do not feel the systems are in place within the Police Service for this to be done in a safe and effective manner at this time. To illustrate the problems the community is encountering, Ms Ierullo relayed one incident which occurred in her neighbourhood. She indicated that a fight broke out at a local bar at approximately 3:00 a.m.. She and a neighbour placed seven calls to the police, including a 9-1-1 call, to report the disturbance. The police arrived approximately one hour and 15 minutes later. The bar in question is located directly across from an elementary school and is in the middle of a residential area. She noted the area is zoned for liquor establishments and residents understand the implications of zoning; nevertheless, a community must not be held hostage by businesses that support or encourage breaking laws. This principle has been decided by the Ontario Court of Appeal and residents do not believe it is unreasonable to expect police to respond to calls about violence and drunkenness outside this establishment. On that particular weekend, she indicated residents were told that their district only had three patrol cars and that the officer responding to the call had to come from a neighbouring district. She noted that at times, residents are told to provide as much information as possible so that the officers will be well prepared when responding to the situation, whereas at other times, they are told that they're giving too much information. She maintained this is not an isolated incident and indicates a pattern of problems the community has been faced with when trying to work with the police in a community policing model.

Ms. Ierullo noted the community has a large number of children from immigrant families and it has worked hard at building a support system for many generations. The "Willow Street Angels" have been pivotal in building this bridge with their families and with the community, and at the same time beautifying the community. She indicated her home is on Willow Street, one block from an elementary school, and hundreds of children and adults from the community attend her home for events or to visit. Because she feels unprotected, she questioned how she can continue to support children playing in their neighbourhood. She expressed her fear that

there will be a fatality and she believed that only then will there be the resources or solutions to correct the problems. She felt community policing has to go all the way and the police have to build a reciprocal responsive relationship with the community. She stressed, the community has much to offer but it needs the support of the Police Service and the Board to address problems and implement community policing. She invited Board members to attend a N.A.C. meeting and to visit her community, talk to the residents and get a feel for what is occurring. She suggested that perhaps then, one of the missing links between the various partners can come full circle.

Mr. C. André recalled that he appeared before the Board a little over a year ago and talked about a Business and Community Watch. At that time he had just moved back to the city after having lived in Winchester where the OPP ran such a program, organized by himself, his wife, and other residents. He indicated the program was very successful in curtailing crime and it was a fantastic way for the community to get involved with the police, which is reflective of the current trend. He suggested the Service support the initiative and help organize a model for the City of Ottawa. He noted he did not receive a response following his last presentation. He re-addressed the issue with Inspector R. Murphy who seemed interested, but put the onus on him to put together a proposal. Mr. André stated he has unfortunately been unable to do that to-date. He felt the onus should go back to the Board, to set a policy for a Region-wide Business and Community Watch Program. He suggested there are many models to choose from, and many of them are very successful.

Mr. André recognized the on-going changes with the transition from an older to a newer style of policing and appreciated the efforts the Service has been making in that area. He strongly believed in the value of a patrol program and hoped that by the end of his presentation, the Board would recognize the community's willingness to participate. He did not see the dangers in allowing civilians to drive around the neighbourhood and be the "eyes and ears" for the police. He indicated that last summer, his wife and Ms. Ierullo stayed up on weekends and, from their homes, gathered information which assisted the police in making arrests and following-up on incidents. He maintained that if this was done from a car, volunteers would be able to cover a broader area and be a much more effective witness for the police. He challenged the Board to consider his suggestions and devise a policy for the area. He felt this could help the police and he hoped action would be taken on the matter. In closing, Mr. André referenced earlier comments with regard to problems residents encountered when calling the police and suggested that a tour of the dispatch department would help people understand how their calls are handled.

Ms. J. Symes indicated a specific incident gave rise to the N.A.C. writing to the Board. She explained the community felt personnel transfers were an example of on-going systemic problems. She noted all those present have had wonderful experiences with the police officers in their area over the last number of years however, she believed officers are working without sufficient training, specifically in community policing, and without the proper backup systems to

enable them to do their jobs and effectively make the transition to community policing. That is the issue the N.A.C. is trying to address through its correspondence to the Board and tonight's presentation. Based on the recent officer transfer, the on-going difficulties the community faces with a shortage of officers at peak problem times, the poor response times, difficulties with the call tracking system, and the fact that officers are trying to implement community policing without proper training and backup, the N.A.C. feel this is not simply a matter of refining a system but that there are fundamental implementation questions that need to be addressed.

Ms. Symes indicated that last fall, she tried to make a report to the police at approximately two o'clock on a Saturday morning. A man next door threatened and hit a woman with a baseball bat. She called the police and when they responded, the man denied having assaulted her even though every one on the street witnessed the incident. Having heard this man threaten other people, Ms. Symes indicated she believed him to be dangerous and decided to call the police to tell them that it had indeed been a very serious threat and that the baseball bat was hidden in the trunk of his car. Ms. Symes felt the communications person who took her call was dismissive and initially tried not to take her call. After some insistence, the communications person went onto the walkie-talkie, which everyone could hear, and announced that a neighbour had seen him put the baseball bat in the car. She maintained that had she had difficulty with language or been less assertive, the call would not have been taken, and it discouraged her from making other phone calls. She stated that at the time, she was not aware that she should have asked for a report number therefore, she does not know whether or not the call was recorded.

Ms. Symes maintained three issues are apparent: there needs to be an understanding that the community represents an invaluable resource to the police; there needs to be language capacities and the development of cultural understanding for areas with high immigrant populations; and there needs to be a professional and effective complaints tracking system, from the initial phone call through to the resolution.

In closing, Ms. Symes indicated the N.A.C. has written a list of issues and concerns, including a list of requests for information, which they believe will provide a good starting point from which to assess the next steps, including consulting with other community groups. She stated the N.A.C. would like to arrange a meeting with representatives of the Board and the Police Service.

Chair Kreling acknowledged receipt of the original letter and the request for a meeting and indicated representatives will be designated to meet with the N.A.C.

Councillor E. Arnold, City of Ottawa, felt this community has come a long way in the past five years. The N.A.C. was formed as a result of a stabbing in the community which created a great deal of fear and anger. Thanks to the commitment of some of the residents, that situation has been turned around. She added part of the credit for turning things around goes to the Police Service and she thanked them for their work. She believed the changes of the past five years

are the result of the hard work of a number of residents and of community members recognizing the goal of making the community a safer place, and putting their faith in the service providers: the City of Ottawa, the Region of Ottawa-Carleton, the Police Service, the schools, and the community health centres. She noted community safety comes up over and over again as the number one priority for the people of Centre Town. She believed the work in community policing has to continue and the focus should shift from responding to calls for service to taking preventative approaches. She stated the N.A.C. has come to the Board in a spirit of continued cooperation and seeking continual improvement, but she felt it is a fragile trust. She maintained that when repeated calls for service go unanswered or take longer than they should to be answered, when the same questions get asked time and again and the responses are vague or inadequate, then that trust is broken. She feared the community can revert to being frightened, divisive and acrimonious much faster than the five years it took to get to where it is today. She stated what the community is asking for today is that the various partners continue to build a more consistent community policing approach, greater clarity of what is meant by community policing, provision of the required resources for those police officers working in the community, and a real commitment from the Police Services Board to continue to work in partnership with municipalities, community service organizations, and community members to ensure that the Service carries on in this direction.

Vice Chair Baskerville commended the group for coming forward and outlining their concerns and he thanked them for their interest in community policing. He suggested that if more communities did this, community policing would evolve throughout the Region and the Service would be further ahead. He referenced the letter signed by Mr. Filoso as he felt it raised many valid points. He noted the suggestion of having a pager for the community police officer so that residents can more easily reach him or her; he expressed concern that the officer would be getting calls at all hours of the day, every day. He felt many of the delegation's comments were particularly valid and agreed the community would get the best community policing if officers were not transferred so frequently. He noted the experienced officers, who are best suited to community policing, are most likely to be in line for promotions and since the Service is likely to experience a large number of retirements in the near future, there will probably be a fair number of promotions, putting the OCRPS and the Board in a bit of a dichotomy. He believed the Police Service, the Board and the N.A.C. want the same end results, but there are a lot of problems from the community's and the Service's perspectives. He maintained community policing has to be developed over a long period of time. It requires changes in the perceptions of police officers and of residents. In closing, Vice Chair Baskerville urged staff to meet with community representatives to sort out the details.

Member McCombie thanked the delegation for coming forward and for their time and commitment to making their community a better and safer place to live. He noted their message is not unlike the messages heard from other community groups with respect to volunteers, transfers and response times. He believed the new Chief of Police is working on these issues and the Service is going in the right direction. He expressed concern upon hearing that on a



Saturday evening, residents attempting to sleep are being awakened by such disturbances and it takes officers an hour and a half to respond. He felt that is totally unacceptable and he wondered what can be done to address the matter. He suggested that for an area such as this, where there are a number of taverns and entertainment parlors in the middle of a residential community, there should be maximum coverage during crucial hours. Member McCombie noted the request for a meeting with representatives of the Board, and he volunteered his services to assist in this matter.

Chair Kreling noted many of the issues raised are very specific and pertain to operational matters. He explained those will have to be addressed by Chief Bevan and he wondered if the Chief was prepared to comment on the issues brought forward.

Chief Bevan thanked the delegation for coming forward and indicated he learned a lot from the presentation. He recalled that when he received the letter, it caused him some concerns which he shared with Deputy Chief Mackie, who is familiar with the district operations, and with Inspector R. Murphy who works with the community. He noted a number of very interesting points were raised that touch on matters of on-going business within the Police Service. He explained that the Service's Executive Command is currently wrestling with issues such as volunteerism and risk management in terms of finding ways to make community patrol programs safe enough to operate with volunteers. He also noted the issues touch on the Service's current delivery model, shift schedules, deployment of resources, and maximization of resources. He stressed there are no easy answers to some of those issues. He indicated that after receiving the letter from Mr. Filoso, he asked Deputy Chief Mackie for a report and some background information to familiarize himself with some of the things that have happened in this particular community in the past. He received an in-depth report that spoke to a number of current problem-oriented policing projects in the neighbourhood, some of which have recently come to conclusion. He hoped to continue the excellent working relationship the Service has had with this community. He suggested that once staff have met with community representatives and reviewed the blue binder distributed to Board members at the beginning of the meeting, he would be in a better position to report to the Board on realistic options to work with the N.A.C. in developing a strategy for their community.

Councillor Legendre thanked members of the delegation for coming forward and for the work they do in their community. He noted Chief Bevan addressed the issue of patrolling and the elements of safety that come into play.

Chief Bevan explained the Service has programs in place in the Region that are very similar to the kind of program mentioned by members of the delegation. He indicated one of the significant issues the Service faces is designing a program suited to a particular neighbourhood. The Service is in the midst of conducting a review of its volunteer programs and he expected some interim information in two weeks on the kinds of activities the Service should sponsor if they are made safe enough for volunteer participation.

Councillor Legendre said he was encouraged by Chief Bevan's comments. He wondered how the Service deals with languages other than French and English.

Chief Bevan responded the OCRPS is one of the area's largest consumers of the "Languages for Life" program and has partnerships in place to provide those services. Though they may not always be available at a telephone call, the Service can arrange for the service as the need arises. He stressed language is an issue to which the Service is very sensitive. There is a very large inventory of languages within the Service's membership, and there is a reliance on practical and immediate assistance available through contracts.

In response to a further question from member Legendre, Chief Bevan confirmed that depending on the issue to be addressed, the Service also has access to a database of volunteers to assist with informal translation.

In response to comments from Mr. André with respect to language and culture issues, Chief Bevan reiterated the OCRPS is very much alive to language and culture issues across the Region. The Service provides outreach services to new Canadians and will continue to do so.

Member Buckingham thanked the delegation for coming forward and noted the familiar faces from the last time the N.A.C. appeared before the Board and from the Partnership in Action initiative of last November. She thought the letter from Mr. Filoso was well written and identified good suggestions. She noted the delegation raised some issues with which the Service and the Board are already wrestling. As the Chief alluded, there are no easy answers but she believed the N.A.C. made some positive recommendations. She looked forward to a follow-up report from Chief Bevan on some of the delegation's suggestions and actions that could be taken by the Service.

Before leaving this matter, Chief Bevan indicated the Superintendent in charge of Support Services, who looks after the Communications Centre, would like to arrange for members of the delegation to tour the Communications Centre in order to give them a better understanding of how calls are handled.

Chair Kreling thanked the delegation. He acknowledged there are times when community-minded individuals such as they are must feel a bit frustrated, but he noted that at the beginning of their presentation they talked about the great improvement from five years ago. He confirmed that the Police Services Board is committed to working with the community to address their concerns. He maintained community policing is an evolutionary process. Based on some of the issues raised, he stressed the concept of community policing means that the OCRPS must adjust its services to the needs of each individual community, therefore community partnerships are the key to success. In closing, he confirmed that member McCombie will serve as a point of contact between community representatives and the Board,

and Chief Bevan will contact members of the delegation to follow-up.

**That the Ottawa-Carleton Regional Police Services Board receive this presentation for consideration.**

RECEIVED

3. VISUALLY IMPAIRED AND BLIND PERSON'S ACCESS COMMITTEE UPDATE  
- Chief's report dated 9 May 00

Member Buckingham was pleased that, through this report, staff were providing an update to the Board on an on-going issue. She hoped there would be more reports of this nature coming forward for information.

In response to a question from Chair Kreling with regard to the training package, Mr. Pepper indicated that as a result of the activities of last summer and fall two working groups were set up, one to deal specifically with training, and the other to deal with the broader issue of access. As the committees' work progressed, it became apparent that there were a number of broader issues which would require a more planned and progressive approach. It was therefore determined that more time was needed in order to bring about a complete and comprehensive product.

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

RECEIVED

4. DRAFT POSITION DESCRIPTION FOR NEXT DEPUTY CHIEF OF POLICE  
- Draft Position Description prepared by Renaud Foster Consultants

Vice Chair Baskerville noted the draft advertisement calls for proficiency in French. He felt this would exclude English-only candidates as it suggests that some bilingual capacity will be required for any applicants. However, he referenced the candidate profile which calls for "competencies in English and French to be acceptable to the Board". Taken in conjunction with the advertisement, he believed the language is not precise. He stressed merit must be the Board's first consideration and he noted the Transition Board has recognized this by saying that for senior positions, merit must be considered first, and then if necessary, people will take French language training. Furthermore, Vice Chair Baskerville was concerned that the Board should not restrict the Service's current senior officers who may wish to apply. He then submitted a motion requesting that the wording in the newspaper advertisement relating to

language competency be revised to read “You must be fully competent in English and it is highly desirable to have a level of proficiency in French.”; and further, that in the candidate profile the language competency be revised to read “Fully competent in English with capability in French being highly desirable.”

Member McCombie spoke in favor of the motion and of the remarks made by Vice Chair Baskerville. He felt that by restricting it to French-only, the Board appears to be sending a clear message to the remainder of the officers within the OCRPS that if they are not bilingual, they have no possibility of rising to the Executive level. He believed it is incumbent upon the Board to seek out the most desirable person for the position and not eliminate candidates who do not have the ability to speak French.

Member Buckingham indicated she would not support the motion because she is comfortable with the current wording. She maintained the ad will include a level of proficiency in both English and French, and the profile indicates a level of competency acceptable to the Board. She believes this gives the Board considerable flexibility in terms of the range of skills required by candidates. She noted the profile does not require candidates to be completely fluent but that they demonstrate a level of competency acceptable to the Board. In looking at the range of skills a candidate has, that is one of the required elements. She stressed that in the event of an incident, people in this community want to be addressed in their language by someone who knows what actually happened. With respect to limiting the ability of current OCRPS officers to apply for the position, she believed it sends a clear message that those aspiring to the executive level with the OCRPS need to learn a second language if they are not already bilingual. She noted that if one wants to be a senior level manager in the Federal Government, one must speak both languages. She believed that is a fact of life today.

Member Adam indicated he would not support the motion because he believed it is a step backwards. He recalled the Board has visited this issue often and one of the arguments frequently repeated was the need to have a pool of people to draw on to replace senior officers when required. He echoed Member Buckingham’s comments with regard to the need to send a message to all officers in the OCRPS that senior officers ought to be able to treat the citizens of this City in their language.

Member Legendre regretted that the motion was coming forward because of the many times the Board has visited this issue. He indicated he thought the matter had been settled and he was sorry to see it had not. He referenced Vice Chair Baskerville’s motion and stated the only thing he agrees with is that the Transition Board’s policy on language has recognized that in hiring for senior positions, merit must be considered first. He argued that for him, merit includes the ability to dialogue with both official language groups. He felt that is part of the merit in the same way as being a good financial manager, having superior interpersonal and communication skills, or possessing leadership qualities. He objected to the notion that language proficiency should be tacked on as an addendum or a “desirable” quality.

In response to comments with regard to citizens wanting to be addressed in their preferred language, Member McCombie argued 99% of the people who come in contact with members of the Service are dealing with front-line officers yet the OCRPS continues to hire unilingual English officers at the entry level because there are no language requirements for constables.

Vice Chair Baskerville maintained there is a very limited number of senior police officers who have any French language capability therefore, the Board is severely limiting the pool from which it can take applicants. He recalled a survey done across the Province approximately a year and a half ago which indicated that at the rank of superintendent and above, there are only 5 officers in the OPP, and he believed there was one officer in another municipal police force, who could be considered bilingual. He did not disagree with the argument that some capability in French is part of the merit, but argued that with the current wording of the advertisement and profile, there may be a tendency for the search firm to not bring forward non-bilingual candidates for the Board's consideration, thereby severely limiting the pool. He explained the intent of his motion is to broaden the process to include more candidates.

Chair Kreling felt the wording of the position profile and the advertisement provides the Board some flexibility with respect to the position requirements and competencies. He noted there is a comprehensive list of competencies being sought and he indicated he was satisfied with the wording of the documents. He echoed Member Buckingham's comments with regard to the profile not specifying a level of competency. He suggested it is measurable against other competencies and the Board will ultimately have to make a decision. He indicated he would not be supporting the motion. Chair Kreling then read the motion put forward by Vice Chair Baskerville and called a vote.

Moved by G. Baskerville

**Whereas the City of Ottawa Transition Board's policy on language has recognized that in hiring for senior positions merit must be considered first;**

**Whereas the number of bilingual senior police officers in Ontario and elsewhere is limited;**

**Whereas the ability of officers from our own police service to apply and compete for this position should not be overly restricted;**

**THEREFORE BE IT RESOLVED THAT the wording in the newspaper advertisement relating to language competency be revised to read "You must be fully competent in English and it is highly desirable to have a level of proficiency in French.;" and further**

**BE IT RESOLVED That in the candidate profile the language competency be revised to read "Fully competent in English with capability in French being highly desirable."**

LOST

YEAS: G. Baskerville, J. McCombie

NAYS: D. Adam, E. Buckingham, H. Kreling, J. Legendre

Chair Kreling noted a requirement under educational background for candidates to be graduates from the police academy. He wondered if that terminology was commonly used in Canada. Chief Bevan clarified there is the Atlantic Police Academy and the Ontario Police College; he suggested the message would not be misunderstood by potential candidates.

Member Legendre suggested the position description clearly indicate, possibly under “Accountabilities and Responsibilities”, the requirement for the successful candidate to be able to function in an Acting Chief capacity as required.

In response to a questions from member Legendre with respect to the candidate profile, Chair Kreling confirmed the reference to Infrastructure and Financial Management refers to two different kinds of management; infrastructure management is the ability to manage all the resources.

Moved by J. Legendre

**That the Ottawa-Carleton Regional Police Services Board approve the Position Description and Candidate Profile for the Deputy Chief of Police prepared by Renaud Foster Management Consultants with the addition of “the capability to be Acting Chief of Police when the need arises” to be listed under Accountability and Responsibility.**

CARRIED as amended

5. 1999 FOURTH QUARTER FINANCIAL REPORT

- Director, Financial Services & Material Management’s report dated 9 May 00

Member Buckingham stated that in some respects, her comments on this issue relate to item 9 of the agenda, “Award of a Contract for the Purchase of a Digital Photo Mini Lab Printer System”, which talks about leasing equipment. She recalled that in 1999, due to staff efforts, the OCRPS managed to have a surplus of more than \$600,000. She indicated she liked the concept of reserve funds, but she did not believe the Board has a by-law to direct the use of such funds. Therefore, she wondered who ultimately determines where such a surplus is allocated.

Ms. D. Frazer, Director, Financial Services & Material Management, believed that at the end of the day, Regional Council has the authority to determine where a budget surplus is allocated in

that, from a financial perspective, the OCRPS is incorporated with the Region's statements and their accounting and auditing functions. However, she indicated there are discussions at the staff level to seek as much input as possible because surpluses are one-time money, therefore it is often a good match to use such funds to solve one-time issues.

Member Buckingham believed it is an interesting question since Regional Council can approve the over-all budget, but the Board is free to spend it as it likes. She suggested that putting money into a reserve fund is technically deemed to be spending it and she noted there have been surpluses for the past few years. She argued that if the Service had its own reserve funds, it would not be in a position of having to borrow money from the Region at 7.5% interest, as suggested in item 9 of the agenda. She thought it seemed silly to be putting money into a vehicle reserve fund because the Region has decided that is an appropriate place for it, and then borrowing at 7.5%, which she suspected is a higher interest rate than what the reserve fund is earning. She suggested it would make more sense to contribute to and draw from a generic capital reserve fund.

Ms. Frazer began by explaining the reasons for allocating the surpluses to a vehicle reserve fund. When staff were looking to allocate the surplus, it was felt that the most urgent issues before them related to vehicle acquisitions and replacements. In particular, the OC Transpo coroner's inquest presented two significant vehicle issues. Recommendations 62 and 67 of that report speak to the need to augment the regional police fleet to include an additional vehicle for the tactical unit, to replace an existing one, and to add a vehicle to serve as a command post during major incidents.

With regard to the digital mini lab printer, she explained that the Service will be borrowing funds from its own reserve and paying them back to that reserve at the same interest rate as it currently earns. She stated the budget for the digital mini lab printer had originally been struck around a scenario of leasing, however the lease rate came to approximately 12.5%. She indicated staff will report further on this financing issue in one of the quarterly reports.

Vice Chair Baskerville referenced Annex A of the report and noted that overtime pressures were compensated by various means. He noted in particular that deferrals were made in such accounts as corporate services, vehicle maintenance, property services review, the relocation of a district policing centre, IT training, the off-site facility for SACA, and ammunition. He wondered about the impacts of such deferrals on service delivery and on the 2000 budget.

Mr. S. Kanellakos, Director General, explained that last year's Y2K preparations made it an unusual year. They caused a shift in focus which resulted in the Service putting off some IT initiatives, including training. He indicated that even though the property services review was kept in the base budget for 2000, staff did not feel they could conduct a proper review as the year unfolded and resources got tied up in a number of Y2K issues. He stated the district policing centre is not impacted and he explained that the under spending for ammunition is a

direct result of the Service using up an over supply from the previous year. He stressed there is no impact for these areas other than they helped the Service get out of the budget crunch staff had projected for year-end.

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

RECEIVED

6. 2000 FIRST QUARTER FINANCIAL REPORT

- Director, Financial Services & Material Management's report dated 5 May 00

Member Buckingham noted that at the end of the first quarter, the Service has spent 75% of its budget for legal services. She recalled that at the time of the budget review, she specifically drew attention to the budget for legal services because over the last several years it has consistently been overspent, yet the budget was significantly reduced. She found it difficult to believe that the Service will not be in a deficit situation by fiscal year-end and she wondered what measures will be taken to compensate for it elsewhere in the organization.

Ms. Frazer explained the disadvantage of the first quarter report is that it hasn't yet reflected some of the initiatives staff have taken with respect to legal services. She indicated funds have been reallocated from a contingency fund to reflect the current relationship with the Region with respect to the provision of legal services. She believed the Board would see the impact when staff bring forward the second quarter report.

In response to questions from Vice Chair Baskerville with respect to rising fuel costs, their potential impact on the Service's budget, and options for addressing that impact, Ms. Frazer explained the Service consumes roughly 2.1 million litres of fuel per year and the impact of a 10% rise in price translates to approximately a \$250,000 impact on the budget. She indicated the fuel budget was based on an average cost of \$0.69 per litre. This issue is a concern for the Region as a whole, including the OCRPS, and staff have been working with other Regional services to get a feel for the magnitude of the impact. If it is large enough, it will be difficult to accommodate within the existing budget. She stated staff will be monitoring the situation over the next three months and bringing forward a report with a proposed solution if it gets to be out of the normal range.



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

RECEIVED

7. CONTRACTING SERVICES TO OTHER  
POLICE SERVICES - PRELIMINARY REPORT

- Chief's report dated 8 May 00

Vice Chair Baskerville thanked Chief Bevan for the very detailed report and noted this issue is of interest to some of the surrounding municipalities. He suggested that in order to serve the needs of surrounding communities and continue to meet the needs of the residents of Ottawa-Carleton, the OCRPS would have to build in some excess capacity in various areas. The increased capacity would result in increased operating costs, which would have to be recovered through a contract with the municipalities served. He stressed, the OCRPS has to avoid creating a situation whereby the taxpayers of Ottawa-Carleton would be subsidizing police services in other municipalities. He believed it may be difficult to negotiate a length of contract that would enable the OCRPS to recover such costs from other municipalities. He speculated the municipalities most likely to be involved in such a contract would include Carleton Place, Smiths Falls, Perth, and Brockville. He noted there are residents in those communities who work and shop in Ottawa-Carleton therefore, in a broad sense, it would be beneficial to make good links with those communities through policing services. He wondered if the Board, with the support of Regional Council, might be willing to absorb some of the non-recoverable costs as part of a good neighbour policy towards these satellite cities and towns. He wondered how the OCRPS and the Board can continue to maintain good relationships with the police services of these smaller communities, who look to Ottawa-Carleton for assistance, without impacting on the budget. He suggested it would have to be a long-term solution and would require some political will.

Chair Kreling believed any such resolution would be impossible this year because of municipal restructuring in Ottawa-Carleton. He suggested that because of the transition, the OCRPS and the Board will be challenged to prepare itself to meet the requirements of the Adequacy Standards. Therefore, the timing could not possibly be worst for surrounding communities to be asking for assistance.

Member McCombie noted the types of services the OCRPS is likely to be asked to provide to other municipalities, and indicated many of the members of specialty units are front-line officers who are called upon to do other duties as the need arises. He referenced the earlier presentation by the Neighbourhood Alert Committee who expressed concerns about response time or the lack of police response and suggested that to send front-line officers to other communities to perform specialty work could result in the OCRPS not being able to provide the

services it is committed to providing in Ottawa-Carleton. He maintained the residents of this community deserve the absolute best police service that is available to them.

Chief Bevan stated this is a very difficult issue for the communities in Eastern Ontario who have come to rely on Ottawa-Carleton to provide them with services of this nature on occasion. He stated the Service plans to have on-going dialogue with other police services in the areas. In particular, he indicated he would take the opportunity at the next OACP zone meeting to put this point of view across to the other chiefs. He explained the Executive has decided that should there be a life or death emergency situation in one of the nearby communities, the Service will send the resources to assist them on the basis that they have a contract with the OPP to get there as quickly as possible to relieve OCRPS officers so they can return to their duties in Ottawa-Carleton. He maintained, the OCRPS will not leave neighbouring communities without trying to provide the assistance they have come to expect. He also noted that in reaching agreements with neighbouring communities, the OCRPS has to consider the time it will take to get there and back. He stressed the Adequacy Standards will have an impact on the OCRPS but their impact on some of the smaller communities will be immeasurable. He noted part of the exercise of preparing the report was to identify support services that may be required, such as polygraph, for which the Service can schedule appointments and continue to provide assistance.

Member McCombie noted Ottawa has been a leader in this area for many years. It has willingly provided support for communities in need and he expressed his support for that practice. However, he stressed he is not in favour of contracting out beyond the Service's means.

Member Legendre referenced the list of services that others might be interested in and noted the spectrum of intensity and resources. In particular, he wondered how many explosive disposal technicians the Service has. Chief Bevan explained the issue with that item relates to equipment. Staff Sergeant M. Ryan indicated the Service has six technicians and one robot.

Like member McCombie, member Legendre had concerns about contracting out for such services as tactical and hostage rescue. On the other hand, he did not imagine that such services as explosive disposal are called on very often, therefore, he suggested it could be contracted out. Staff Sergeant M. Ryan indicated the Emergency Disposal Unit (E.D.U.) responds to an average of 75 calls per year and its equipment is deployed for 200 to 300 tactical calls per year.

Chief Bevan indicated one of the issues to consider in contracting such services as the E.D.U. is the cost associated with transporting equipment to other jurisdictions. He suggested every kilometer counts towards the last day that equipment will be of use to the Service and need to be replaced. He believed the neighbouring police services will be interested in discussing this issue because there are equipment arrangements in consortiums around the province where the OCRPS could simply send a technician and centrally located equipment would be available.

Councillor Legendre suggested another way to deal with the issue would be to include in the contract enough payment for the additional wear and tear on equipment and vehicles.

Chief Bevan stated the OCRPS would have to purchase and maintain equipment and suggested that any revenue collected from the smaller police services would not be significant enough to upgrade the equipment.

Member Buckingham thought the report raised some good issues, and looked forward to the more detailed report to be brought to the Board in July. With regard to the provision of service to other Police Services, she wondered to what extent the Service and the Province may have to rethink how they are doing some things. She assumed the OPP has indicated they will provide some of these services, though she wondered if they would be the smaller police services. She believed the OPP itself does not have these resources all over the Province and given that Ottawa-Carleton is the largest municipality in Eastern Ontario, it becomes a natural focus point, even for the OPP. She suggested if there was a problem in Rockland, the OCRPS could get there much faster than the OPP, at least in the short term. She saw this as an issue, not only for the smaller communities, but also for the OPP because of the territory they have to cover. She wondered to what extent there may be an opportunity to suggest to the Ministry of the Solicitor General that, as they're funding the OPP, perhaps they should provide some funding for Ottawa-Carleton to fulfill this role. She believed there should be some provision or some thought given to the Ministry providing funding to the OCRPS rather than the Service billing these individual Police Services. In light of the amount of Provincial downloading of the past several years, she did not believe Ottawa-Carleton taxpayers would be prepared to fund services to outlying areas. On the other hand, she believed it seems ludicrous that people in surrounding communities will get less of a police service because of jurisdictional issues. She encouraged staff to broach the subject with the Ministry.

Chief Bevan believed the issue would be the topic of further discussions. He acknowledged there are OPP detachments in Eastern Ontario who could receive services from the OCRPS faster than they could from their own service. He indicated that is a very live issue and he did not believe there are any simple answers.

Chair Kreling expressed grave concerns with respect to contracting police services with other municipalities at the same time as the OCRPS is preparing itself to satisfy the requirements of the Provincial Adequacy Standards, and suggested that staff tread lightly with this issue. As for discussions with the Ministry with respect to funding for services to smaller municipalities, Chair Kreling wished Chief Bevan luck but was not enthusiastic with respect to the outcome. He noted the mention of a follow-up report to come back to the Board in July and expressed concerns with what the report is going to suggest in terms of contractual relationships with other municipalities on the provision of certain policing services. He suggested that even if a neighbouring municipality offered to pay for the provision of certain services, the OCRPS may

not be able to come up with the resources. There are a limited number of spaces available at the Ontario Police College and the Service is on a hiring path to accommodate retirements and projected growth. He suggested the time for complying with the Adequacy Standards is slipping away and though he sympathized with the other municipalities, he maintained the Board's primary concern has to be the provision of services to the residents of Ottawa-Carleton. He stated the follow-up report will be of interest, though he did not believe the Board has given staff the direction they had hoped for.

Chief Bevan felt the Board has provided a good deal of direction and he believed some of the Service's decisions will be made easier by the Board members' comments.

**That the Ottawa-Carleton Regional Police Services Board receive this report for information with a further report to follow.**

RECEIVED

8. **OC TRANSPORATION CORONER'S INQUEST  
RECOMMENDATIONS - OPERATIONAL UPDATE**  
Chief 's report dated 10 May 00

Member Buckingham indicated that in reading the report she noted three underlying themes in terms of the nature of the recommendations: a clear understanding of roles and responsibilities; training; and resources. She believed these are not new issues and she wondered what sort of mechanisms the OCRPS has, or will be putting in place, to ensure adequacy in these areas on an on-going basis.

Chief Bevan explained that each time the tactical unit is deployed, it is followed-up with a debriefing to identify the things that need to be learned, or different approaches to be taken from each of incident. Unfortunately, from time to time, there is a major incident that does not go well and it is well publicized. He did not believe there is a police service in existence that could survive without learning something or identifying a training issue coming out of such situations. He maintained that is a standard practice and the same approach is taken with other units of the Service as well. He also noted that from time to time, the Service conducts internal reviews to evaluate the gap between staff training and existing service demands. It is a constant challenge to identify training needs and the Service is always moving forward. He believed the OCRPS is at an advantage because the citizens and community groups in this area are extremely well educated and are always looking for more or better service. This forces the Service to review its resources on a regular basis and find ways to improve.

Vice Chair Baskerville noted Recommendation 63 states the tactical team was not fully staffed. He wondered if the tactical team on duty has to be fully manned at all times or whether it is

possible to build up a pool of backup resources to be called upon to respond to major incidents.

Chief Bevan indicated the Adequacy Standards dictate that the tactical team must work together to achieve a certain level of training and that the Service must maintain that level in order to maintain the team's certification.

Staff Sergeant M. Ryan explained the team currently tries to utilize its ex-members for certain programs such as the Scribe Program, the Negotiator Program, and the Explosive Disposal Unit. He explained the tactical team is comprised of a total of 32 members, who are spread out over a regular shift schedule. Therefore, there are an average of six to eight members on the road at all times for full staffing.

In response to further questions from Vice Chair Baskerville, Staff Sergeant Ryan indicated the program has evolved in the last eight to ten years. It has become a full-time job with a wide range of extra responsibilities however, officers still have a commitment to the front-line in terms of regular patrols and responding to calls for service.

Vice Chair Baskerville was glad to see that the Service would be doing a needs study on Recommendation 67. He suggested part of the solution might be the procedures and training of the duty inspectors or incident commanders so that when they first arrive on the scene, they know how to make best use of the available radios. He believed another alternative is for the duty inspector to have a special vehicle equipped with additional radios, cellular phones and whatever else may be needed so that he can work on separate channels. The mobile command post would need to be available for long-term incidents such as a hostage taking which could go on for days. He felt such a vehicle would have to contain the right communications equipment as well as its own power generator and belong to a group of organizations so that it is used on a regular basis. However, he noted there would then arise questions with regard to maintenance. He wondered if there's another way of solving the problems with the initial response to an incident, either through training or the use of another type of vehicle, rather than having a mobile command post vehicle.

Chief Bevan explained that generally, the necessary resources are readily available, however from time to time there arises a situation where the Service would benefit significantly from a mobile command post. He referenced some of the jury's recommendations with regard to floor plans and suggested that only through a mobile command post can the police have the kind of technology to support such things in the field. During the OC Transpo incident, Inspector Hayes very quickly arranged for a suitable command post but from time to time, situations arise where staff do not have available alternatives nearby. To bring together the various communications tools, the Service would need something like the mobile command post described in the report. They are used in various other areas of the Province; the RCMP has one in this area and the OCRPS has been working very closely with the RCMP on issues of

shared resources. He indicated staff will continue to work on this matter and he hoped to bring forward a report explaining what the Service sees as its current and future equipment needs.

In response to Vice Chair Baskerville's comments with regard to different responses to incidents, Staff Sergeant Ryan confirmed there is an initial response followed by a coordinated response if necessary, which is when a mobile command post would be deployed. He noted Vice Chair Baskerville identified one of the biggest problems in responding to any major incident, which is information management. He indicated there are many agencies involved in responding to major incidents and traditionally, the primary issue is communications. He acknowledged that in an urban setting, staff may decide to use a building rather than a mobile command post, depending on availability and the nature and size of the incident. However, he suggested that having a mobile command post will allow the Service to serve the rural communities and to serve urban communities if a situation arises during the night when nearby buildings are not accessible. He felt a mobile command post would also be required if staff enter into a hostage negotiation situation because negotiators require a separate area.

Staff Sergeant Ryan stated this is a very technological age and many of the resources that will become available in the near future will be technologically based, such as database floor maps. Staff have entered into discussions with the private industry and groups that have potential threat levels. A large portion have indicated they can provide such information electronically. A mobile command post would allow staff to manage the technology, to be proactive and to work with other major police services in the area. He noted that should an incident arise that falls under the National Counter-Terrorism Plan, the OCRPS would be called in as staff have been working on unified command structures for major incidents and practicing consistently with the RCMP. Insofar as the incident command level, the OCRPS is on the same page as the OPP and the RCMP as a result of their recently completed year-long reviews of major incidents. Staff are participating in training with the different command structures across the country, therefore the mobile command post would allow the Service to manage information.

Staff Sergeant Ryan referenced member Buckingham's comments with regard to training and indicated training is an on-going process when dealing with major incidents and response to them. The key is the maintenance of staff's training levels. He stressed the importance of maintaining staff's training and knowledge base because of the constant improvements in areas such as behavioural sciences. He indicated the tactical unit trains as a team and deploys as a team including incident command, tactical, negotiators and canine.

Member McCombie expressed some difficulty with Recommendation 63 which refers to the tactical team not being fully staffed. He noted the full tactical staff includes 32 members and he suggested that even with the normal events of holidays and sick leave, the Service could field a team with 20 to 25 officers at any given time therefore, he wondered why it would have been a concern that the team was down three officers.

Chair Kreling did not feel staff could answer member McCombie's question because the recommendation came from the Coroner's Jury who, in the course of its hearing, heard the number of officers involved, the number of officers assigned to tactical, and felt there were a few members short of the full complement.

Member McCombie wondered if the tactical team had any insight as to why the jury included this recommendation in the report.

Chief Bevan indicated there were submissions by counsel which suggested the situation might have been handled differently had there been more tactical officers available. Therefore, he felt the recommendation was more based on a submission than on evidence given. He noted it is very rare that an entire tactical team would be deployed to one particular scene.

Chair Kreling believed the jury included the recommendation because they felt staffing levels should be drawn to the Service's and the community's attention.

Member Legendre felt the Coroner's Jury did a remarkable job. He noted it was a very lengthy, difficult inquiry which resulted in an equally lengthy list of recommendations. He suggested that if they misunderstood something or if some of their recommendations are not feasible, so be it.

In response to questions from member Legendre, Chief Bevan explained the "Diary Date" listed on the recommendations chart indicates the date each recommendation is due for completion of implementation and he confirmed that when the Board receives an updated report later in the year, there should be more items marked as "implemented".

Chair Kreling noted from the report that two recommendations have already been implemented, sixteen have been partially implemented and require further action and staff have indicated that one recommendation will require an alternate solution. He maintained the Service's and the Board's approach to this is that the recommendations are feasible and will be implemented.

Chief Bevan concurred with Chair Kreling's comments. He added that when staff submitted the report for inclusion on the agenda, they also sent copies to each of the families who were touched by this tragedy and will be meeting with them to discuss its content and receive their input with regards to any additional pointers the Service can implement to ensure their concerns are satisfied as much as possible. He indicated those points will be included in the next follow-up report to the Board on this issue.

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

RECEIVED

9. AWARD OF A CONTRACT FOR THE PURCHASE OF A DIGITAL PHOTO MINI LAB PRINTER SYSTEM  
- Chief's report dated 2 May 00

**That the Ottawa-Carleton Regional Police Services Board:**

1. **Approve the award of a contract to Fuji Photo Film Canada Inc. for the purchase of a photographic digital mini lab printer system for the amount of \$236,543.96 (plus GST and PST); and**
2. **Direct staff to make arrangements with Regional Finance officials for an "internal lease" to finance the acquisition of the printer system.**

CARRIED

10. 2000 POLICE STAFFING PLAN  
- Chief's report dated 3 May 00

Member Buckingham suggested that if all those eligible to retire do so, the Service could lose approximate 20% of its sworn officers before the end of 2001. She compared this to the projected hiring of 40 new recruits in 2000 and wondered to what extent those 40 new recruits would fulfill the staffing needs of the Service, and to what extent the Service would be hiring direct entries.

With regard to the projected retirements, Mr. Kanellakos commented that based on past experience he did not believe the number of retirements would match the projections, though he acknowledged it is difficult to predict. With respect to staffing levels, he indicated the Service has hired a mix of new recruits and direct entries so far this year. Of the 37 officers hired to date, 17 have been direct entries and 20 have been new recruits. The total number of officers hired in 2000 will reach 80. When balanced with the projected retirements, this will place the Service within a couple of officers short of its full complement. He surmised that unless there is a major influx of retirement notices before the end of the year, the Service is on a path to being fully staffed to the end of the year.

In light of Mr. Kanellakos' comments, member Buckingham suggested the wording of the



report be amended to allow the Service maximum flexibility so that if the number of retirements increase, the Service can proportionally increase the number of direct entries to maintain its complement without having to seek further approval from the Transition Board. She believed that anyone who is eligible to retire under the 75 factor would want to do so before the end of 2001, when that window will close. She noted that if they don't retire before the end of 2001, they will have to wait until 2006 to retire under the 85 factor. She therefore suggested there may be a mass exodus before the end of the year.

Mr. Kanellakos explained the challenge stems from the fact that most of the people retiring are on the sunset clause of the old Ottawa agreement in which they have terminal leave and banked time to use up. This prohibits the Service from replacing them upon their departure because of financial constraints. He stated staff have factored that into the replacement schedule. He appreciated the direction to reword the report to optimize flexibility, but stressed it has to be balanced with the ability to pay all those salaries and packages.

Member Buckingham re-iterated her desire to have the report reworded to allow maximum flexibility, recognizing the financial limitations, and suggested the Board may also want to revisit this issue during the next budget review.

Vice Chair Baskerville indicated his concerns relate to the number of inspectors, staff sergeants and sergeants eligible to retire in 2000 and 2001, and the Service's pool of qualified candidates who are trained and ready to be promoted to replace these retiring officers. He believed this could be as critical a problem as the shortage in numbers.

Mr. Kanellakos acknowledged the need to train new supervisors and to update the training of current supervisors. He identified a variety of courses the Service currently provides to officers and civilians who are supervisors or about to become one.

Vice Chair Baskerville wondered how critical the situation could become in the next year. He asked that staff prepare a supplementary report to address in more detail how the Service is progressing, so the Board can feel comfortable that the situation will be managed.

Chief Bevan referenced a report submitted to the Board at its February meeting, *Results of the 1999 Police Promotion Process*, which spoke to the number of officers at each level who are qualified for promotions to the next rank. He suggested a closer look at that report would provide the answers sought by Vice Chair Baskerville. He also noted there is an upcoming item on succession planning within the organization which will touch on some of Vice Chair Baskerville's concerns.

In response to discussion with regard to amending the report, Mr. Kanellakos suggested the Board move an amendment seeking the authority to replace officers on a retirement basis within the budgetary envelope. He believed this would allow more flexibility in terms of what is being

recommended to the Transition Board.

Moved by E. Buckingham

**That the Ottawa-Carleton Regional Police Services Board forward this report to the Ottawa Transition Board for the purpose of obtaining approval to proceed with the Year 2000 Police hiring plans, amended by a provision allowing the OCRPS to hire additional direct entries to match retirements within existing budgetary guidelines.**

CARRIED as amended

11. 2000 INFORMATION TECHNOLOGY, TELECOMMUNICATIONS AND RADIO SYSTEMS SPENDING PLANS  
- Chief's report dated 3 May 00

**That the Ottawa-Carleton Regional Police Services Board forward this report to the Ottawa Transition Board for the purpose of obtaining approval to proceed with Year 2000 Information Technology, Telecommunications and Radio Systems Spending Plans.**

CARRIED

12. 2000 VEHICLE ACQUISITION PLAN  
- Chief's report dated 3 May 00

**That the Ottawa-Carleton Regional Police Services Board forward this report to the Ottawa Transition Board for the purpose of obtaining approval to proceed with Year 2000 Vehicle Acquisition Plan.**

CARRIED

13. INTERNATIONAL ASSOCIATION OF WOMEN POLICE 38<sup>TH</sup> ANNUAL CONFERENCE: REQUEST FOR SPONSORSHIP  
- Executive Director's memo dated 11 May 00 and attached letter from N. Gardner, Chair, Toronto Police Services Board, dated 11 Apr 00

Vice Chair Baskerville noted the request for sponsorship came from the Chair of the Toronto Police Board and some police services have already indicated their support. He believed the Board has the funds available and he wondered if a \$5,000 donation would leave enough

flexibility to meet other demands.

Ms. W. Fedec, Executive Director, did not believe a \$5,000 donation would allow enough flexibility. She noted that during the last budget review, that line item was reduced from \$26,000 to \$22,000 therefore there is currently only \$5,000 remaining in the account. She estimated there would be another \$2,400 in requests coming forward before year-end from such organizations as the Elizabeth Fry Society, the Ottawa-Carleton Police Youth Centre and Crime Stoppers.

Vice Chair Baskerville suggested that the Board offer a token amount of \$1,000.

Chair Kreling indicated he asked that the item be placed on the agenda because the request was made by the Chair of the Toronto Board. However, he recalled that a couple of years ago, the Board had difficulty providing funding to its own police association (the Ottawa-Carleton Police Association) when they hosted a national conference in Ottawa. He felt that if the Board wishes to contribute funds, it should be a very nominal amount. He believed the Service will be sending officers to the conference and inquired how many would be attending the event.

Though Chief Bevan was not sure how many members would be attending the conference, he confirmed the Service will be represented.

Moved by D. Adam

**That the Ottawa-Carleton Regional Police Services Board not make a financial contribution toward the International Association of Women Police 38<sup>th</sup> Annual Conference, being held in Toronto, Ontario from September 23 to 27, 2000.**

CARRIED as amended

14. ATTENDANCE AT CANADIAN ASSOCIATION OF POLICE BOARDS' 11<sup>TH</sup> ANNUAL MEETING AND CONFERENCE  
- Executive Director's report dated 11 May 00

**That the Ottawa-Carleton Regional Police Services Board approve the attendance of Board Chair H. Kreling and Vice Chair G. Baskerville at the Canadian Association of Police Boards' 11<sup>th</sup> Annual Meeting and Conference being held in Saint John, New Brunswick from August 23-26, 2000.**

CARRIED

15. THOMAS G. FLANAGAN, S.C. SCHOLARSHIP  
- Award Selection Committee's report dated 9 May 00

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

RECEIVED

16. CANADA SAFETY COUNCIL: FUNDING REQUEST  
- Executive Director's report dated 11 May 00

**That the Ottawa-Carleton Regional Police Services Board approve a grant of \$1,000 to the Canada Safety Council to assist with the costs of producing and distributing the instructional booklet entitled "Children Home Alone/Enfants seuls à la maison"**

CARRIED

17. COMMENDATION LETTERS (SINCE LAST BOARD MEETING)  
- Chief's report dated 10 May 00

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

RECEIVED

18. CHIEF'S VERBAL REPORT

Chief Bevan began by introducing Ms. C. Roy, Interim Director of Human Resources, who brings a good deal of experience and enthusiasm to the job. He then reported on the following items:

- The Minister of Justice and the Solicitor General of Canada have awarded a \$40,000 grant for the Crime Prevention Partnership Program being coordinated by Corporate Planning, to develop an evaluation tool kit for Canadian police services to use in assessing their crime prevention, community policing, and problem-solving initiatives.
- From May 1 - 6, the OCRPS participated in the province-wide Road Safety Challenge which resulted in the issuance of 106 Traffic By-law tickets and 183 speeding infractions. Each day of this initiative focused on specific issues, such as seat belt usage, bike safety,

aggressive driving, vehicle and motorcycle safety and driving sober.

- On 15 April, the OCRPS raised \$21,052 through a public bicycle auction during which 249 bicycles were sold and one bicycle was returned to its owner.
- The Ministry of the Solicitor General has approved the OCRPS' request to conduct a six-month field test of the use-of-force option commonly known as the Taser, a hand-held electronic immobilization system specifically designed to control a violent or aggressive subject. A joint news conference with the Ministry of the Solicitor General is scheduled for 23 May 2000 at 474 Elgin Street to provide the media with an overview of this pilot project.
- From May 23 to 28, the OCRPS, in partnership with Plan It Safe, CHEO and Citizens for Safe Cycling, will be holding a traffic enforcement campaign focused on bicycle safety. Enforcement will include moving violations and equipment infractions. This will be the fourth of several Traffic Enforcement Blitzes scheduled to take place in 2000 and campaign themes are selected based on seasonal safety issues, traffic complaints and community partnerships.
- Police Week, from May 14 - 20, provides police services with the opportunity to showcase community programs, share information and educate the public about community-based programs through planned activities. The OCRPS has many events scheduled throughout the week at various locations within the Region including: mall displays, community BBQ open houses, Fun Days, and specialty section demonstrations. In addition to these activities, different subjects will be offered each day for media coverage to raise public awareness. The chosen topics are: Frauds Against Seniors, Partner Assault, the OCRPS Youth Centre, the Canine Unit, and a Press Conference involving the Chief.

He distributed brochures relating to the Service's new partner assault strategy and indicated the information would be made available as part of the police week activities. He explained the brochure is the result of community consultation concerning partner assault and is part of the Service's plan to enhance that service. It is currently available in French and English and staff are looking at options for having the material translated to other languages. The information will be made available to other community groups and is part of a pro-active strategy to address some of these issues in immigrant families.

- The OCRPS Community and Police Awards, a ceremony which recognizes acts of bravery by police and community members through certificates of valour and certificates of merit, will be held on 23 May in Andrew Haydon Hall. As well, the Thomas G. Flanagan Scholarship, an initiative developed to encourage visible minority women to consider policing as a viable career, will be presented.

- The OCRPS has commissioned a report on risk management and volunteerism. The report, which is currently being reviewed by the Service's executive, speaks to whether or not the Service is properly supporting some of the programs in which its volunteers are involved. Staff will be assessing some of the programs where risk may be very significant, such as community and bicycle patrols, to determine whether they can be made safer for volunteers to continue. The Service will also be looking at its vision for the application of volunteer services and parameters for external partnerships pertaining to issues that affect specific groups. He indicated he would be bringing a report back to the Board on those issues.
- In looking at the kinds of activities volunteers are involved in within the organization, and considering the Service's on-going need to reduce the number of times officers are involved in taking reports for relatively minor incidents, staff are looking to increase the opportunities for self-reporting. To that end, the OCRPS is looking at innovative ways of making self-reporting forms available to the public through the website and possibly through kiosks in some of the offices. Chief Bevan hoped to have a feature such as an electronic wizard which would guide a person through the process of completing and filing a report.
- On 20 April, at Cairine Wilson Secondary School, a 15-year-old male student stabbed four students and a school staff member before the school principal intervened and brought the matter under control. The incident drew international media interest because of the Columbine anniversary. Police responded promptly and worked with school officials in the aftermath to ensure students' well-being.

Member Legendre referenced the item relating to a bicycle blitz to be conducted in partnership with the Citizens for Safe Cycling (CfSC). He assumed the bike school would be offered to offenders as an alternative to fines. Chief Bevan indicated staff have been in touch with members of the CfSC to look at the possibility of applying the same kind of strategy as was in place two years ago, though he was unsure of the status of that initiative.

Member Legendre indicated he had received a phone call from CfSC today. They have indicated they still don't have a positive response from the Police Service and time is running short if they are to produce brochures and information material to publicize the initiative. Deputy Chief Mackie believed the initiative would be going ahead and indicated he would follow-up with the CfSC.

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

RECEIVED

OTHER BUSINESS

19. BRIAN FORD'S RETIREMENT DINNER

Councillor Legendre felt that item 4 of the In Camera agenda should be discussed in public. He referenced the *Ontario Police Services Act* which states what types of matters the Board may discuss in closed meetings. He suggested this is not a personal matter of such sensitivity and import that the item should be discussed In Camera.

Moved by J. Legendre

**That item #4 of the confidential agenda be brought forward for discussion in the public domaine as item #19 of the open agenda.**

CARRIED  
(E. Buckingham,  
G. Baskerville and  
J. McCombie dissenting)

Member Legendre noted the report suggests the Board contribute by purchasing a number of complimentary tickets, to be distributed to community representatives who could not otherwise afford to attend the celebration. He liked the concept but believed the suggestion to be rich in terms of the number of tickets the Board would be giving out. He also noted the report suggests that there might be a gift or memento.

Chair Kreling explained this is an issue that came forward from the organizing committee for the Board's consideration and there are no pre-determined expectations. The suggestions listed merely serve as examples and though the Board may wish to sponsor some community members to attend the event, it can be a lesser number of people. He noted that at the beginning of the meeting, the Executive Director reminded him that one of retiring Chief Ford's favorite initiatives, which he very much supported, was the Ottawa-Carleton Police Youth Centre. He suggested a donation to that organization would probably be very well received.

In response to a question from member Adam, Chair Kreling indicated funds would have to be drawn from the Board's discretionary fund account, the balance of which is \$5,000.

If the Youth Centre is Chief Ford's charity of choice, Member Adam suggested he would prefer to make a donation to that organization rather than purchase tickets to be given out to members of the public.

Vice Chair Baskerville suggested the Board not sponsor complimentary tickets, that Board members wishing to attend the celebration purchase their own tickets, and that the Board donate \$2,000 to the Ottawa-Carleton Police Youth Centre in recognition of Chief Ford's service.

Moved by G. Baskerville

**That the Ottawa-Carleton Regional Police Services Board make a \$2,000 donation to the Ottawa-Carleton Police Youth Centre in honour of retiring Chief Brian Ford.**

CARRIED

**INQUIRIES**

1. **Police Involvement in Dispute Between School Board and Father of Special Needs Child**

Member Legendre referenced his inquiry from the 17 April meeting and recalled Deputy Chief Mackie's suggestion that the matter was a prime candidate for a dispute resolution process. He indicated he spoke to the father in question earlier today and was surprised to discover the process has not been initiated. In fact, the individual has not been contacted by the Service. Member Legendre expressed his astonishment, stating that although he did not expect the matter to have been resolved a month after his initial inquiry, he had hoped a bit more speed would have been applied to the matter.

Chief Bevan suggested that because this is an on-going issue, the matter should be addressed during the In Camera meeting.

**CONSIDERATION OF MOTION TO MOVE IN CAMERA**

Moved by E. Buckingham

**That the Ottawa-Carleton Regional Police Services Board adjourn the public portion of its meeting to move In Camera to discuss confidential items pertaining to personnel matters, in accordance with Section 35(4)(b) of the *Police Services Act*.**

**ADJOURNMENT**

The meeting adjourned at 8:35 p.m.

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W. Fedec  
Executive Director

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H. Kreling  
Chair