

## MINUTES

### OTTAWA-CARLETON POLICE SERVICES BOARD

CHAMPLAIN ROOM

27 SEPTEMBER 1999

5:00 P.M.

#### PRESENT

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

#### REGRETS

Regional Chair B. Chiarelli

#### CONFIRMATION OF MINUTES

Member Buckingham referenced the paragraph on page 4 of the 26 July 99 minutes in which Chief Ford states that ongoing training for front line officers represented approximately six 8-hour training days per year. Member Buckingham asked that the words “for all regular, routine training requirements” be added to the sentence to provide clarification. Deputy Chief Mackie also clarified that the training days were 10 hours rather than 8 hours.

Board Chair H. Kreling noted that one of the speakers at the 13 Sep 99 meeting, Mr. Coupal, lived on Bottriel Street not Montreal Street, and asked that the Minutes be corrected.

The Minutes were then carried, as amended.

**That the Ottawa-Carleton Regional Police Services Board confirm the Minutes of the 26 July 1999 and the 13 September 1999 meetings as amended.**

CARRIED as amended

*PUBLIC DELEGATIONS*

Mayor G. Brooks, Township of Rideau, thanked the Board for allowing him the opportunity to address them. He indicated it is not his intent to be overly critical but he has some concerns about response times in Rideau Township. A few weeks ago he wrote to the Board expressing concern about some lengthy police response times in the township. He noted these incidents are still under investigation and he hoped it would not take six months to resolve the matter. He explained that under OPP policing, the average response time was seventeen to eighteen minutes. The current response time is in the area of thirty-five minutes to an hour or more. He stressed that residents and members of Council have concerns about this.

Mayor Brooks recalled that prior to the Ottawa-Carleton Police Service's transition into Rideau Township, Board members held a meeting in the township to tell residents and Council what they could expect in terms of service levels from the Ottawa-Carleton Police. He also recalled coming before the Board to request a delay in the transition until after the municipal restructuring issue had been resolved, but the Board made its decision to move ahead.

Mayor Brooks requested the following information:

- The number of police incidents in the month of August
- The number of police vehicles in Rideau Township in August
- The number of officers available in the district and in Rideau in August.

He maintained one can be anywhere in Rideau Township and travel to any other location in the township within twenty-five minutes, therefore there is no reason for excessive response times. He acknowledged that when officers do respond, they are very professional and helpful.

Councillor Legendre recalled the Board's commitment that the Ottawa-Carleton Regional Police Service would provide at least as good a service as the OPP and he surmised, from Mayor Brooks' comments that this is not the case. He wondered what opportunities the mayor had for addressing concerns, as he had tonight, under OPP policing. Mayor Brooks replied that when the township was policed by the OPP, a number of the officers who policed the area lived in the community so it was very easy to reach them. In addition, he met with officers formally at least monthly to look at incidents and discuss community issues. Councillor Legendre wondered if Mayor Brooks still had opportunities to deal directly with the officers in the township. The mayor explained that as good an officer as the current District Inspector is, his services are shared with the Township of Goulbourn and that makes it difficult to schedule meetings with him on a regular basis. He found the township is getting an influx of new officers and some recent incidents have demonstrated that these officers don't know the township very well.

Councillor Legendre recalled that at the time of the transition a number of OPP officers transferred to OCRPS. He presumed those officers are still living and working in the community. Mayor Brooks acknowledged there are some officers who have remained but not that many.

Vice Chair Baskerville asked for clarification on Mayor Brooks' comments. He believed that from the time of the transition until May 1999, the Ottawa-Carleton Police Service's response times had averaged the same as those of the OPP. He thought something had happened in May or June to cause that to change. Mayor Brooks concurred with Vice Chair Baskerville's observations and offered his personal belief that the police are spread too thin. He maintained there should always be two police cars in the area, as promised.

Deputy Chief A. Mackie thanked Mayor Brooks for coming forward with his concerns. He stressed that any time an emergency call is received, it is the Police Service's commitment to respond as quickly as possible, particularly in incidents where life is in danger or a crime is in progress. He indicated his awareness of the two incidents of which Mayor Brooks spoke and he hoped the investigation would not take six months, noting normally the service is very quick in responding to such matters. He explained that he did not want to review the two incidents in isolation, therefore, as part of this investigation he had specifically asked for a report on response times from January to June to see what factors may have affected the response times in these cases. He noted he has not yet received a response to his request. He further explained that from an operational perspective, it is difficult to make a comparative analysis with respect to OPP policing and Ottawa-Carleton Regional policing because the two services have different structures and different ways of determining calls for service. Deputy Chief Mackie was pleased to hear the service received is very professional, noting officers are well trained. Though he acknowledged the importance of responding to 9-1-1 calls, he stated the relationships the police have with the community they serve and with its local politicians are important aspects of community policing. In closing, he promised to speak with Superintendent Hill and Inspector Lamothe to ensure there is continued dialogue with the community and Council. With respect to the specific incidents, he indicated a report will be forthcoming.

Councillor Legendre expressed surprise over Deputy Chief Mackie's comments with regard to not making comparisons with the OPP, recalling that at the time of the transition it was common practice to make comparisons, and that the Police Service very clearly promised to meet or beat OPP service levels.

Member J. McCombie wondered if it would normally take six months to resolve such a matter. Deputy Chief Mackie responded in the negative. Mayor Brooks interjected, noting the letter has been in the hands of the Service for three to four weeks without resolution. He added, the township submitted very specific information with regard to the calls for service therefore he did not believe there was a great deal to investigate.

*ITEMS OF BUSINESS*

1. UPDATE ON BOARD STRATEGIC AGENDA PROCESS  
- Presentation by HDP Group Consultants

The Board heard from Mr. Brad Goble, HDP Group Consultants, who provided a status report on the development of the Board's Strategic Agenda. Mr. Goble said the consultants are currently performing an environmental scan of both internal and external information. The next component will include looking at future expectations, the vision, the values and some of the strategic goals that need to be set. This will be followed by an examination of the components of key strategies needed to achieve expectations.

Mr. Goble said the next phase in the process will focus on the implementation and development of specific action plans. There will be defined objectives, key actions and an articulation of who has to do what within the organization to act on expectations. In the final instance, the focus will be placed, from a community-based policing perspective, on results to be achieved and mechanisms to provide information to a number of sources. Mr. Goble believed that results-based performance information will be of tremendous use to the Board, to the Chief and to those within the organization actually implementing the objectives. He added that the Police Services Board, the police Executive and the police associations are working as a joint planning team to articulate the key components of the strategic agenda, which he believed was a laudable approach for this kind of initiative.

Mr. Goble then spoke about moving from strategic planning to business planning, leading to two areas of focus: change implementation and running the business. The Board will play a key role in stating what the changes should be, while running the business is clearly the purview of the Police Chief and the organization. He emphasized that periodic reviews are very important as change occurs and when planning and managing into the future.

Mr. Goble said the next steps will involve setting up internal focus groups with officers from across the service to clarify internal ideas and expectations. Other activities will include developing strategic imperatives for the Service in the future, developing strategic goals and objectives and conducting public consultations. A critical component will be developing a performance measurement framework to get feedback and to ensure the process is going in the right direction. Mr. Goble assured the Board the consultants were on track to provide this material by the end of November.

Chair Kreling thanked the consultants for the presentation.

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

RECEIVED

2. STAFF PRESENTATION -  
OTTAWA-CARLETON REGIONAL DRUG UNIT (O.C.R.D.U.)  
- Presentation by A/Inspector G. Nelson and A/Staff Sergeant L. Colotelo

Acting Staff Sergeant L. Colotelo indicated that between 1988 and late 1998, as many as 32 officers were assigned to the Ottawa-Carleton Regional Drug Unit. After January 1<sup>st</sup> 1999, an operational strategy was undertaken to review past and determine future practices, recognizing both financial and human resource limitations. The 1999 budget addressed the financial needs of the Unit, and strategic partnerships and initiatives were undertaken with district police officers to better meet the needs of the community.

The speaker described the general mandate of the unit: to enforce the laws and regulations within the Controlled Drugs and Substances Act and to target street level drug offenders. The Drug Unit consists of a Staff Sergeant, three Sergeants, 13 Investigators and one Intake Officer. The Unit has seconded two of its investigators to work with the RCMP Project Teams and two RCMP officers have been assigned to the Unit.

Nineteen ninety-nine has been a transition year for the Drug Unit. Unit officers received training in problem-oriented policing, marijuana eradication, clandestine lab courses, general investigative techniques, search warrant seminars, and other related subjects. District police officers have attended in-house training sessions and will benefit from improved investigative abilities and insights into the difficulties of handling informants, and be more cognizant of officer safety issues in drug investigations. They also gain a better understanding of the complexities of obtaining search warrants, and the work required in executing a drug warrant. Another positive advantage is the return of a more self-assured officer to the street. The advantages to the Unit include an increased allocation of investigators, more investigations being completed, and long-lasting working relationships being created.

The speaker described a number of successes in dealing with drug problems in Vanier, the Market Area and on Marlen Private. In May, the Unit took a major step in the eradication of marijuana plants in Ottawa-Carleton; with aerial support, 17 growing operations were eradicated and over 17,000 plants were harvested.

Replying to a question from Vice Chair Baskerville, Staff Sergeant Colotello indicated the Police Service has undertaken to, and has been successful at, investigating mid-or-higher level drug traffickers. Member McCombie asked whether there are any joint forces projects underway at this time, noting that generally these are the ones that target higher level dealers. Deputy Chief V. Bevan reported that the service has a standing relationship with the RCMP, as well as reciprocal staff exchanges. He pointed out that the success of the marijuana eradication project, in which \$17 million worth of plants were seized and destroyed, shows there has been some success in dealing with significant players in the area.

The Board heard from Ms. Victoria Mason, who said that, while the Police appear to be focusing on marijuana, there are “date rape” drugs such as Ecstasy and Ketamine going around. She added that her attempts at getting information about these substances have been met with secrecy. She made reference to articles from American newspapers alerting the public about the signs of drug usage in their children. She said she thought there was something serious in the Drug Unit itself, and she expressed the hope it would be more open in providing information to the public as society needs to be well informed about drugs such as Ecstasy, Ketamine and similar substances.

Ms. Mason alleged that drug abuse by professionals on their patients is prevalent, and she asked who was going to address this problem. She indicated that persons working with victims of sexual assault and in rape crisis centers say they get no recognition, and refer to the system as the “legal system”, not the “justice system” because there is no justice. She quoted from the staff report which calls for “increased communication and information sharing”, inquiring whether the intent is to share this information with the public. Ms. Mason believed that society wants an open police department and an end to secrecy. She asked for information on how the Police intend to contact and eradicate those professionals who misuse Speed, Ecstasy and Ketamine on their patients.

Ms. Mason provided additional details about the effects of Ecstasy, Ketamine and Speed on individuals who utilize them. She advanced the view that, while these substances are in society, the Police are playing with marijuana and creating a special bureaucracy between themselves and the Drug Unit. Ms. Mason said this is not serving the public, nor sharing information; this is censoring, and there should be no more censoring in society.

Ms. Mason questioned the attitude of the Police towards women who report having been abused, citing her own personal experience in reporting a misuse of drugs. She offered to discuss her personal experience with the Board in private. She expressed the hope that a first class leader would emerge, similar to Mr. Giuliani, Mayor of New York City, who will alert parents, schools and all of society on how to approach this matter and bring it out into the open.

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

RECEIVED

3. PARTNERSHIP IN ACTION

- Presentation by Deputy Chief A. Mackie and D. Pepper, Director of  
Community Development

Deputy Chief Alex Mackie introduced Sgt. Michel Hébert, Race Relations and Diversity Unit, and Mr. David Pepper, Director of Community Development. Mr. Pepper began by saying

that Partnership in Action (PIA) is the framework the Ottawa-Carleton Regional Police Service (OCRPS) will use to build long-term partnerships. He explained the process began in 1993 with a provincial Ministry of the Solicitor General grant for a community police partnership between area police services and the Ottawa-Carleton Area Police and Community Council. Mr. Pepper noted that, while the latter organization has ceased to exist, it has left an important legacy through Partnership in Action. The PIA process was a vital component of the direction the OCRPS was headed in, as well as a key part of the 1997 to 2000 strategic planning process. In 1998, the public was apprised of the PIA process through a Round Table with the visible minority and aboriginal communities. In 1999, the decision to move forward with PIA coincided with the launch of District Policing in January. The planning process has included working with District Offices and personnel who are themselves working closely with the community. Other partners include the District Inspectors, the Police Association and Youth and Media sections of the organization. There are plans for a second Community Round Table with aboriginal and visible minority communities, as well as a Community Police Assembly.

Mr. Pepper pointed out that implementing the framework of PIA is a major, long-term challenge for the organization and the community. Public education, outreach and training are needed and the Service is moving toward aligning the initiative with many of its daily activities. He said building partnerships is done through a number of different initiatives:

- training includes the process of developing partnerships and aligning these with the problem-oriented policing direction;
- working with the community: the Service works closely through the District Offices and the community to define how best to respond to the issues which both the community and the Police service are facing;
- building confidence and trust: the Service is meeting communities that have not always had a positive experience of the police to build and continue to develop trust and confidence and to seize opportunities to build relationships as they arise.

Mr. Pepper said the intent is to share best practices with all the District Offices. This will ensure these are available to others working throughout the Region. District Inspectors have identified a number of opportunities that will be beneficial to the organization and the community. They include:

- the ability to pro-actively solve problems by working more closely with the community;
- the ability to get accurate information quickly from communities. This improves the Service's ability not only to plan and respond but to deal with issues on a longer, more sustainable basis;
- having accurate and up-to-date contact lists and connections to the community.

Mr. Pepper continued by saying the proposed Community Policing Assembly will help continue the launch of the PIA in the Region. In advance of this event, staff are working with

the officers in the neighbourhoods to ensure that community policing is put into the districts and that the District Inspectors receive support in defining their needs. The Fall Assembly will bring the community and the police together to discuss issues. It will be held on Saturday, November 27<sup>th</sup> at the Ottawa Congress Centre. Mr. Pepper said that the Assembly will provide an opportunity for many of the existing partners and individuals already involved to work with the District Inspectors and some of the specialty sections. As well, it will provide the Board with an ideal opportunity to hear from the public on a number of policing issues.

Mr. Pepper spoke about the need to connect the many positive and productive initiatives occurring across the Region. Some of these include:

- implementing partnership approaches, doing the work associated with developing productive working relationships;
- linking initiatives across the Region to ensure everyone benefits from the best practices;
- moving towards community police protocols in a number of areas, including those protocols that can be established for critical incidents and critical situations. A number of protocols are already in place and have served as positive models for future development with the communities;
- assisting the Board in its business planning process by providing opportunities and venues for public consultation.

Staff continue to develop the Agenda for the Fall Assembly, to meet the needs of both the community and the Police Service, to develop partnerships and to define and share the best practices that have been identified. Mr. Pepper drew the Board's attention to the first PIA Bulletin which he said will serve as an important communication medium for the members of the organization. It will also serve to inform the community of the direction being taken and the expectations the Service has of working in partnership.

In reply to comments from Member Buckingham, Mr. Pepper indicated staff are mindful of the Board's processes related to business planning, as well as the strategic agenda. He assured the Board every effort is being made to ensure that any activities undertaken are done in conjunction with those processes.

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

RECEIVED



4. REQUESTS FOR SPONSORSHIP: OTTAWA-CARLETON POLICE PIPE BAND, CRIMINAL INVESTIGATIVE BEST PRACTICES SYMPOSIUM, AND ELIZABETH FRY SOCIETY FUNDRAISER  
- Executive Director's report dated 17 Sep 99

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

1. **A sponsorship grant in the amount of \$500 to the Ottawa-Carleton Police Pipe Band to host the Canadian Police Solo Piping Championships on 25 September 1999, in conjunction with the Annual Memorial Service for Police and Peace Officers;**
2. **A sponsorship grant in the amount of \$500 towards the Criminal Investigative Best Practices Symposium being held in Ottawa from October 24-27, 1999; and**
3. **A sponsorship grant in the amount of \$1,500 to the Elizabeth Fry Society "Persons Day Gala" fundraiser on 20 October 1999.**

CARRIED

5. FINANCE AND ADMINISTRATION PROCEDURES MANUAL AND THE PROVISION OF LEGAL SERVICES  
- Executive Director's report dated 8 Sep 99

Vice Chair Baskerville expressed some concerns with the report. He recalled that when the Board discussed the issue of the provision of legal services a few months earlier, it was his understanding that there would be no changes in the manner in which the Board obtains legal services for issues related to labour relations and collective bargaining. He indicated that upon reading the proposed changes, he did not get the impression that this was the case. As he had not had time to fully investigate his concerns prior to the board meeting, he proposed that further research be done and modifications be made, and that a report come back to the board at a future meeting.

Member Buckingham stated her comments related to the replacement of Chapter 4 in the Finance and Administration Procedure Manual (FAP). She noted the report indicates that the FAP manual is a mechanism by which the Board has delegated its authority for the conduct of day to day administrative matters of the Board to staff. She argued the Board has no need to delegate to staff because the legislation clearly states the Board can only direct the Chief and only he can direct staff. She stated she had difficulty with the continuation of the manual. She believed there should be a way to incorporate whatever the board needs to address within the Board's Policy Manual so that the Board can work with only one document. She proposed a motion to send both report recommendations

back, and to have the Policy Sub-Committee review the proposed changes and bring the item forward to the full Board once it is satisfied with the adequacy of those changes.

In response to a request for clarification from Councillor Legendre, member Buckingham explained the intent of her motion is to have the Policy Sub-Committee review the changes and find a way to incorporate them into the Board's over-all Policy Manual in order to work towards eliminating, from the Board's perspective, its by-law on the FAP manual. She acknowledged the Chief may wish to keep the manual as an internal document for the Police Service. She further clarified there is no intent to re-introduce the delegation of the Board's legal concerns to the Chief.

In response to a request for clarification from Councillor Legendre, Vice Chair Baskerville explained his concerns related to particular items as well as the general tone of the proposed changes. He referred to Annex A, sub-sections 4.5.2 and 4.5.3, which give the Board Solicitor certain authorities as the Board's representative. He was concerned that these sections would be construed as including authority for matters pertaining to labour relations and collective bargaining. He recalled that was not the agreement reached by the Board when the matter was discussed a few months back. It was agreed the Board would continue to use its present procedure for obtaining legal counsel for labour relations matters. He felt the need to analyze the document, relate it to the original proposal brought before the Board, and develop wording that is satisfactory and in line with the intent that was agreed to at that time.

Moved by E. Buckingham

**Whereas the Board's administrative requirements should ideally all be in one document; and**

**Whereas the proposed changes to the Board Policy Manual do not address the Board's need for legal support for labour relations issues;**

**Therefore be it resolved that the proposed changes should be reviewed by the Policy Sub-Committee and brought back to the full Board once the Sub-Committee is satisfied with the adequacy of the proposed changes.**

CARRIED

6. **1999 SECOND QUARTER FINANCIAL REPORT**

- Director, Financial Services & Materiel Management's report dated 20 Sep 99

Member E. Buckingham asked for additional information about a \$90,640 contract with AJJA Information Technology Consultants. Debra Frazer, Director, Financial Services and Materiel Management, indicated this contract was awarded under the Delegated Authority approved for

the implementation of the CAD/Records Management System, and consists of professional services in the information technology area. Member Buckingham said it may be useful to provide more details regarding some of these contracts in future reports.

Vice Chair Baskerville wondered whether overtime for “political demonstrations” could be monitored as a special sub-item, noting this information may be useful for public awareness and to build a case for funding in the future. He noted that overtime costs appear to be endemic throughout most sections of the Service. He asked what information is being collected to help the Service and the Board get a handle on these costs. Member Baskerville also wondered whether managing overtime budget overruns by allowing vacancies to exist was the proper way to address the situation.

Ms. Frazer said the Service will move to a new time management and attendance system in approximately 6 weeks. Presently, there is a highly functional tracking system in place which helps officers track overtime costs related to special projects. Some of these projects have included the Serbian and Kurdish political demonstrations, the visit of high profile persons for which extra resources are needed, and the OC Transpo incident. With respect to “regular overtime”, staff do a very detailed analysis of overtime costs in patrol and patrol support areas, and a platoon by platoon analysis. Ms. Frazer felt that the move to District Policing has resulted in some of the most detailed analysis ever done. This information is being used to help operational managers organize their time.

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

RECEIVED

7. ACQUISITION OF VEHICLES  
THROUGH THE POLICE COOPERATIVE PURCHASING GROUP

- Director, Financial Services & Materiel Management’s report dated 21 Sep 99

Vice Chair Baskerville asked whether there is likely to be an impact on prices because of recent settlements in the auto industry, or whether group purchasing will alleviate this. The Director, Financial Services and Materiel Management, D. Frazer, indicated a number of factors could influence the costs of Ford vehicles. She noted that Chevrolet has recently re-introduced its Impala and is marketing it as a close competitor to the Crown Victoria. Therefore she believed that if Chevrolet’s marketing campaign is successful, the price of the Impala could affect the price of the Crown Victoria. Ms. Frazer also believed that banding with the cooperative purchasing group would impact costs because of the volumes being tendered. She explained that she had been impressed with the caliber of participants in the fleet purchasing group. She noted they were very experienced in the market, and she thought that banding with them will help the Police Service get the best price it can. She explained the tender may be for 500 to 800 vehicles as opposed to the 68 vehicles the

Service tendered for last year and she believed such a volume may wash away the possible impact of a price change. In conclusion, Ms. Frazer stated that the group will meet in November to finalize the tender and put it out to market. She believed the Ford settlement would be one of the topics of discussion at this meeting, at which time she indicated she would seek comments for the professionals around the table and report back to the Board.

Responding to a question from Member Adam, Ms. Frazer said she could not provide a timeframe for the Board's budget deliberations, as discussions relative to this matter are still ongoing with Regional officials. With respect to the risk associated with a pre-commitment of \$1.4 million for this item, Ms. Frazer indicated this request is less than that requested in 1999 so if the budget stays the same, the item would be affordable.

Member Legendre asked how the Board will know whether a lower unit cost per vehicle has been achieved through the cooperative process. Mr. Frazer replied that staff can provide an information report, in camera, identifying the unit cost paid for the last tender, and comparing it with that being offered through the larger tender.

Member Buckingham wondered about the average life span of vehicles, noting that the proposal to replace fifty vehicles suggests an average life span of three to four years. Ms. Frazer indicated that since the extension of police service into the rural areas, vehicle usage is changing and vehicles need to be rotated to manage wear. She added this fact sheds a different light on the replacement schedule and will be reflected in the Capital budget.

**That the Ottawa-Carleton Regional Police Services Board approve a pre-budget commitment for the purchase of fifty (50) vehicles in conjunction with the Police Cooperative Purchasing Group, for an amount not to exceed \$1,400,000 excluding taxes.**

CARRIED

8. BOARD SUPPORT REQUIREMENTS

- Verbal report from G. Baskerville, Chair, Human Resources Sub-Committee

Vice Chair G. Baskerville began by saying that the Human Resources Sub-Committee, with the assistance of Mr. J. Foley, has identified that additional support for the board is required in the following areas:

- development of strategic objectives
- preparation and review of policies and procedures
- implementation and monitoring of new Adequacy Standards
- review of submissions to the Board
- preparation of briefs

Member Baskerville continued by saying that adding one person to the Board staff will bring the numbers in line with those of other large boards in Ontario and other large cities in Canada. The additional need could be met in a variety of ways: hiring a contract person for the short term; looking at a secondment; or establishing a new position. Member Baskerville asked that the Board recognize and accept the need for additional support, and give its approval in principle to obtaining this resource. In addition, he asked that the Board direct the Human Resource Committee, with the assistance of J. Foley, to further examine the methods for filling the requirement, with cost implications, and return to the Board with a full recommendation.

Member J. Legendre noted that a report on this issue had been previously distributed to Board members, and he would have appreciated it being included in the agenda. He expected that this would occur in future. He agreed the Board needed additional staff, and thanked Vice Chair Baskerville for preparing an excellent report. He noted, however, that hiring additional staff will clearly have budgetary implications and should be discussed at budget time.

Moved by G. Baskerville

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

- 1. Recognize and accept that it has a need for additional support, and approve in principle obtaining an additional resource; and**
- 2. Approve that the Human Resources Sub-Committee, with the assistance of Mr. Jim Foley, further examine the methods for filling this requirement with cost implications and return to the Board with a full recommendation.**

CARRIED as amended

9. **PROCESS FOR HIRING THE NEXT CHIEF OF POLICE**

- Executive Director's memo dated 21 Sep 99
- Member E. Buckingham's report dated 21 Sep 99

Member Legendre began by congratulating Member Buckingham for an excellent report. He said he had been pleased to see there would be a serious, national competition for the executive search firm, and the fact that this firm has to be able to do the search in both official languages bodes well for the process.

Speaking to Recommendation 2, Member Legendre expressed his preference for the entire Board, as opposed to only three of its members, to conduct the search. Member Buckingham pointed out that, from the perspective of bringing the Board together to interface with the consulting team, the proposed approach tries to offer a balance. She indicated that all decisions about key deliverables and key issues will come to the Board. Given that the selection of the

Chief is one of the most important things the Board will do, the position profile will come to the full Board. Member Buckingham noted that, typically, there is an interactive process in any consulting assignment; an initial group deals with the most significant issues before taking matters to the larger body. This is the rationale behind the recommendation for a Sub-Committee.

Member Legendre agreed that hiring a Chief is one of the most important tasks of the Board and he was not prepared to delegate any part of the job to a Sub-Committee. He proposed the Committee be eliminated or, if it is retained, that he be one of its members. Member Legendre said he was keen to participate in the process and he would prefer that the full Board be included.

Member Adam echoed the positive comments made about Member Buckingham's report. He noted that from a practical point of view there has to be a manageable entity, and getting the entire Board together will be difficult.

Member McCombie said he agreed with the recommendations, as the ultimate decision will be that of the Board. However, he had no difficulty with Member Legendre being a member of the Search Committee.

Vice Chair Baskerville spoke about being involved in selecting the consulting firm working on the Strategic Agenda and noted those involved in the selection will be expected to read through a number of sizeable documents. He favoured retaining the Search Committee and adjusting its membership if required.

Chair Kreling thanked Member Buckingham for an excellent report, and moved the following amended motion:

Moved by H. Kreling

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

- 1. Use the services of an executive search firm to assist in the selection process for the next Chief of Police;**
- 2. Establish a Search Committee comprised of H. Kreling, G. Baskerville, E. Buckingham and J. Legendre;**
- 3. Authorize an upset amount of \$70,000 to pay for professional fees and other out of pocket expenses associated with the search process;**
- 4. Approve the proposed Request for Proposals attached at Appendix 1 for soliciting bids from executive search firms.**

CARRIED as amended

10. COMMENDATION LETTERS (SINCE 30 JUNE 99)  
- Chief's report dated 15 Sep 99

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

RECEIVED

11. CHIEF'S VERBAL REPORT

Chief B. Ford reported on the following items:

- ⇒ The Ottawa-Carleton Regional Police Service (OCRPS) held its first Police Open House in support of the Special Olympics. Members of the public received guided tours, viewed vehicles, equipment and demonstrations by various sections. The function provided the opportunity to educate the public with respect to police procedures, facilities, equipment and officer safety. Eighty-five members of the Police Service volunteered their time to the event which netted \$1,000 for Special Olympics. The OCRPS has committed to raising \$50,000 in aid of the Special Olympics.
- ⇒ In April, 1999 the Forensic Identification Section began use of the NICHE Digital Mug System for the processing of accused persons. The system provides instant access to images of charged persons, permitting immediate photo lineups, broadcasts and the sharing of information between police agencies. Earlier this month, police were investigating the death of an unidentified male found in the Rideau River and using a tattoo description from the deceased's forearm, the NICHE system was able to identify the individual.
- ⇒ Mr. Vince Westwick, Legal Counsel for the OCRPS has been appointed the Vice-Chair of the Law Amendments Committee, a sub-committee of the Canadian Association of Chiefs of Police. His appointment is particularly significant as it is the first time a non-sworn officer has been appointed to a chair or vice-chair position within the CACP.
- ⇒ Constable Sandra Buckley-McLaren has won the 1999 International Association of Women Police Award for Bravery for her actions during an incident in 1996 in which she was credited with saving her partner's life. The Service will be sending Constable Buckley-McLaren and her spouse, also a member of the Service, to the IAWP Conference in Philadelphia where she will receive the award on October 12th.

- ⇒ The First Ladies of the Americas Conference will take place in Ottawa from September 29th to October 1st. The OCRPS will be providing a motorcade escort and crowd control for Hillary Clinton's visit on September 30<sup>th</sup> during which she will attend the conference after unveiling a sculpture at the American Embassy.
- ⇒ On October 8th, the OCRPS will provide a motorcade and crowd control for President Clinton's visit to Ottawa to attend the official opening of the new US Embassy.
- ⇒ Last week the OCRPS hosted the 1999 Law Enforcement and Records Managers' Network Seminar. The seminar, which has members from police agencies across Ontario, is a learning and information session to design policies and regulations for records management which are utilized by all agencies as guidelines when developing internal policies. This year's conference, entitled "The Responsibility of Police Agencies in Managing Records" was attended by 106 people, making it the largest LEARN Conference to date. The Chief thanked the organizers, Debbie Erfle-Storie, Ann Swanwick and Ginette Massicotte, as well as all the volunteers who helped make the event such a success.
- ⇒ On August 3rd, the OCRPS responded to numerous complaints of street level prostitution in the Centre Town and West End districts of the City of Ottawa. As a result of undercover work by the neighbourhood officers, four people were arrested and charged.
- ⇒ On August 31st, a 22-year-old male was beaten to death in his apartment in Vanier. One male has been charged with second degree murder.
- ⇒ On August 28th, the police responded to a 9-1-1 call regarding a fight on Bowhill Avenue. Police found a 21-year-old male dead from multiple stab wounds. The suspect was located about three hours later and charged with first degree murder.
- ⇒ A joint forces operation uncovered and seized \$15M worth of marijuana growing in a field.
- ⇒ As the result of a recent incident in which a visually impaired person was denied his rights under the Blind Persons' Rights Act, a memorandum has been issued to all OCRPS staff reminding them of the Service's obligation and responsibility for enforcing the Ontario Blind Persons Rights Act. The memorandum highlighted the Act and the need for action to be taken on the part of officers. For the purpose of the Act, the identification card issued by the Ministry of the Attorney General will serve as proof, in the absence of evidence to the contrary, that a blind person and guide dog are covered by the Blind Persons' Rights Act. Chief Ford stressed, as an organization, the OCRPS is committed to ensuring that its officers are aware of the Act.

Chair Kreling thanked Chief Ford for his report and particularly for updating the Board on



the item pertaining to the Blind Persons' Rights Act. He thanked Deputy Chief Bevan for his role in the resolution of the matter, noting that two of the speakers who appeared before the Board in July participated in the review of the training module which the Service is in the process of completing. Chair Kreling believed it is because of Deputy Chief Bevan's efforts that the Service was able to achieve this level of cooperation with the community.

When told that Constable Sandra Buckley-McLaren's receipt of the 1999 International Association of Women Police Award for Bravery marked the first time the award has been given to a local officer, Member McCombie noted that it is a great achievement and should be well publicized.

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

RECEIVED

OTHER BUSINESS

12. Police Memorial Service

Councillor Legendre indicated he had attended the Police Memorial Service held the previous day on Parliament Hill. He felt it was a very touching ceremony to honour officers of all sorts who have been killed in the line of duty during the past twelve months. He noted the ceremony was initiated in 1978 by the Ottawa Police Service and its Police Association after an incident which occurred in 1977 and claimed the life of a local police officer. He indicated that since its beginning as a local ceremony, it has grown to become an international event with forces from across the country, the United States and Germany taking part. He felt the inception of the ceremony was an excellent initiative, particularly because it was initiated by, and still takes place in, the nation's capital. He wished to commend all those who had a part in the beginning of this tradition.

Chief Ford noted that Member McCombie, who was an officer at the time, was instrumental in the inception of the ceremony as was J. Petersen, Chair of the Ottawa-Carleton Police Association who, though he was not the chair at the time, was very much involved with the association and with the event.

Member McCombie stated he was involved in the shoot-out at the corner of Bronson and Gladstone Avenues in 1977 and was in fact wounded during the incident which lasted all night and saw hundreds of shots fired. He recalled that the following year, it was felt that something should be done to honour fallen officers and after some discussion, Chief Welsh and representatives of the association took up the cry and initiated the ceremony.

INQUIRIES

1. Implications of Local Government Reform on Police Governance and Police Service

Vice Chair G. Baskerville raised the issue of the impact of the municipal restructuring process on the delivery of police services. He was concerned that some of the proposed structures do not give proper consideration to the organization and delivery of police services. He noted that the Police Services Act and provincial regulations require specific structures and relationships between a police board and a municipality and it is not clear how these could be implemented under some of the proposed restructuring models. Though he believed the one-city model would probably resemble the current structure, he was concerned that some of the other proposals might require significant changes to the Police Services Act. He believed the Board should be aware of the possible implications to the community and to the current Police Service and be in a position to convey its concerns to the Special Advisor on municipal restructuring.

Member Baskerville requested that the Regional Solicitor, the Chief and staff, having regard for the current police structure, legislation and regulations, comment on the possible impacts of the various proposed municipal structures.

E. Johnston, Acting Regional Solicitor, confirmed the proposed restructuring models will impact the provision of police services as the Police Services Act is tied to a municipal structure. Though he indicated he is not in a position to provide detailed and definitive comments on the ramifications at this time, he believed the inquiry was very timely and he undertook to work with Chief Ford and staff on a report for the Board's consideration at its next meeting.

Councillor Legendre was concerned about the Solicitor and Chief spending a lot of time on this matter. He felt the most important aspect of this is whether or not there are implications the public should be aware of.

Member Buckingham believed the Board has to get information out and ensure the Special Advisor has it. She noted that based on information that has been in the media, there seems to be no understanding of the legal governance structure that existing provincial legislation requires. Though she noted the Special Advisor is a very capable individual, she did not believe he has an understanding of the legislative framework under which the Board operates. She maintained, the last thing the Board wants is to be forgotten in the restructuring process. She felt it is important for the Board to ensure that the implications of the different models, as they apply to the delivery of police services, are understood. Though she acknowledged that regardless of the municipal structure the Board is required by law to provide policing services, she felt there may be some significant cost implications depending on the municipal structure that is chosen, and she felt it is

the Board's responsibility to ensure the Special Advisor has that information. She maintained such information should reach the Advisor as quickly as possible.

Chair Kreling concurred with comments from the previous speakers with regard to the Board putting forward information on the implications some of the proposed models may have on the delivery of police services in the Region.

Member Adam echoed Councillor Legendre's comments with regard to the amount of time spent on this report, adding he did not want a great deal of time being spent in trying to define the various proposed municipal models and their implications, because they have not been defined.

E. Johnston did not believe it was possible to do an exhaustive analysis nor did he think it warranted at this time. However, he maintained there are some fundamental issues relating to existing and potential legislation and though he acknowledged the proposals are not that clearly defined, the experiences of other jurisdictions in the province with respect to amalgamation and the benefits they engendered may be of some assistance to the Board.

Moved by J. Legendre

**That the Rules of Procedure be suspended to allow for the consideration of Vice Chair Baskerville's Motion regarding municipal restructuring and the deliverance of police services.**

CARRIED

Moved by G. Baskerville

**WHEREAS the Provincial Government has announced its intention to reform local government in Ottawa-Carleton in time for the next municipal election in 2000; and**

**WHEREAS the Provincial Minister of Municipal Affairs and Housing, The Honourable Steve Gilchrist, announced on September 24, 1999 the appointment of Mr. Glen Shortliffe as the Special Advisor to undertake community consultation and the preparation of a report recommending how to achieve the Minister's goals of municipal reform, and to submit his report to the Minister within 60 days; and**

**WHEREAS municipal restructuring, whether it be a one-city model or a multi-city model, may have implications for police governance and police services in Ottawa-Carleton; and**

**WHEREAS the Ottawa-Carleton Regional Police Services Board wishes to appreciate and express its views and concerns about the possible implications of certain governance models to the Special Advisor;**

**THEREFORE BE IT RESOLVED that the Ottawa-Carleton Regional Police Services Board direct the Board Solicitor, in consultation with the Chief of Police, to prepare a report for the next Board meeting examining: the possible ramifications of the various restructuring options on police governance and the police service; any issues that might be of concern to the Board and the Police Service; and what course of action the Board should take, if any.**

CARRIED

2. Provincial Pursuit Regulation

Councillor Legendre noted Board members were in receipt of a letter from the Peel Police Services Board asking for the Big 12 Boards to take a position on the provincial government's proposed Pursuit Regulation. He inquired whether staff would be preparing a report on this matter for an upcoming Board meeting.

Chief Ford indicated the proposed Pursuit Regulation is a concern and staff will be bringing forward a report for the Board's consideration.

3. Sample Board Policies Re: Adequacy Standards

Councillor Legendre recalled that at a recent meeting the Board discussed problems with the Province's draft sample policies for the Adequacy Standards. As a result of that discussion a letter had been sent to the Solicitor General of Ontario. The Councillor referenced the Solicitor General's response to that letter, recently circulated to Board members. He wondered if, in the view of Board members, his letter settled the matter.

Member Buckingham felt the Solicitor General's response to the Board Chair's letter amounted to a brush off. She believed the Board should discuss other options for communicating its concerns to the Ministry. She noted it may be appropriate for the Board to ultimately forward a report to Regional Council voicing concerns about the potential financial implications of some of the requirements of the proposed provincial guidelines. Regional Council and the Regional Chair could then, through the Ministry of Municipal Affairs and the Association of Municipalities of Ontario (AMO), raise concerns to the Premier and other cabinet colleagues about the way the Solicitor General is going about significantly raising the standards for policing. She indicated she would draft a new strategy and bring it forward in time for the next Board meeting. She noted the province is explicitly setting the standards for the delivery of a service that is entirely funded by municipal tax payers.

Member Buckingham was pleased with the number of boards that have written to the Ministry and noted others are raising the issue of liability. She felt the Ministry may have to change its terminology with regard to the sample "guidelines", as the current wording creates conflicting messages. The Director of Policing Services has suggested that they are guidelines and therefore boards don't have to actually follow them, whereas the Assistant Deputy Minister has been quoted as saying that they are minimum requirements. She believed the Assistant Deputy Minister has made a decision and will charge full speed ahead regardless of what boards say.

Member Baskerville indicated that at this morning's Big 12 meeting the Assistant Deputy Minister indicated he would entertain comments from the boards if there were some serious problems in operationalizing the guidelines, but that they would in essence be going forward in their current form. Member Baskerville maintained that when the last group of guidelines are received, which should be out shortly, the Board and the Police Service will have to decide on a position to mitigate some of the consequences of these documents.

3. Partnership with Rogers for Programming on Police Issues

Councillor Legendre recalled that some time back, as the result of a suggestion from a citizen, he brought forward an inquiry with regard to the Police Service forming a partnership with Rogers Cable to develop programming around community policing. He recalled thinking it was a good suggestion and that he had asked staff to follow up on the matter. He noted he had not heard back on the issue and wondered if something would be coming forward for the next Board meeting.

4. Dangerous Intersection at St. Patrick Street Bridge

Councillor Legendre stated he had heard from a concerned citizen about the intersection at the St. Patrick Street bridge near the boundary between Ottawa and Vanier in the area of Beechwood. He noted this is a very dangerous intersection. He indicated he had informed the Region's Transportation Department of the concern, but from an enforcement aspect, he asked that the Police review circulation at that intersection. He noted in particular the difficulties pedestrians have attempting to cross the intersection, which is very busy and dangerous virtually in any direction.

5. Truck Traffic and Speeding on Presland Road

Councillor Legendre voiced a concern about a citizen who called police to complain about truck traffic and speeding on Presland Road, which is in a residential area. Upon calling the police with his complaint, the resident was told the police did not have the resources to deal with it. Councillor Legendre hoped that is not the response citizens are receiving from police when they call with traffic concerns, and noted that if it is indeed true, then the Board should be informed.

6. Possible Use of Video Court and Cost of Transferring Prisoners

Chair Kreling indicated that at a recent OAPSB Zone 2 meeting, there was some discussion with regard to the potential use of technology for Video Court proceedings to reduce costs associated with routine prisoner transfers. He recalled that at that meeting, some chiefs indicated that as much as 75% to 80% of prisoner transfers are for remands and are not of any great substance, yet a fair bit of person-time is involved. He asked staff to prepare a report on how much it is costing for transfers, the potential use of Video Court, and the possible savings that could result.

Deputy Chief V. Bevan recalled there was some consultation on this subject done approximately 18 months ago and the province was going to undertake a pilot project. He indicated staff would look into the matter and provide a report to the Board.

CONSIDERATION OF MOTION TO MOVE IN CAMERA

**That the Ottawa-Carleton Regional Police Services Board adjourn the public portion of its meeting to move In Camera to discuss Confidential Item 1 pertaining to litigation matters, in accordance with Section 35(4)(b) of the *Police Services Act*.**

CARRIED

ADJOURNMENT

The meeting adjourned at 8:00 p.m.

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W. Fedec  
Executive Director

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H. Kreling  
Chair