

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**23 January 2023 / 23 janvier 2023**

**Submitted by / Soumis par:**

**Executive Director, Ottawa Police Services Board / Directrice exécutive,  
Commission de services policiers d'Ottawa**

**Contact Person / Personne ressource:**

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**SUBJECT: BOARD ACTIVITY, TRAINING & PERFORMANCE: 2022 ANNUAL  
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE  
RENDEMENT DE LA COMMISSION – 2022**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board:**

- 1) Receive this report for information.**
- 2) Direct the Executive Director to forward it to City Council for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa :**

- 1) Prenne connaissance du présent rapport à titre d'information.**
- 2) Demande au directeur général de le transmettre au Conseil municipal à titre d'information.**

**BACKGROUND**

In December 2005 the Ottawa Police Services Board received a report from the City of Ottawa's Auditor General on the Board's governance practices. Among the Auditor General's recommendations were the following:

- a) That the Board specify training requirements and report annually (and publicly) on individual member training, and training of the Board as a whole.*

- b) *That the Board determine performance evaluation measures and conduct a formal Board evaluation annually.*
- c) *That the Board report the results of the performance evaluation in a board activity report ... (including) information on such things as:*
- *number of board meetings held*
  - *number of community meetings held*
  - *ceremonial events attended*
  - *number of Council presentations*
  - *hours of commitment*
  - *board training.*

The first annual report on Board Activity and Training was submitted to the Board in 2007 and forwarded to City Council for information; a separate report on the results of the Board's first formal performance review process was also submitted. At that time the Board decided to conduct comprehensive, formal evaluations at least once every four years and less formal evaluations in other years. The most recent comprehensive performance review was conducted in the summer of 2017. The less formal evaluations conducted in other years consist of measuring the Board's achievements against its work plan for the year. The Policy & Governance Committee takes the lead in conducting these reviews.

2022 was an exceptional and challenging year for the Ottawa Police Services Board. In January and February, both the Board and the Service faced the unprecedented challenges associated with the protests of the truck convoy. Between February and March, the entire membership of the Board changed. During the summer, the Board's staff was temporarily reduced to one and a recruitment process was undertaken for a new Board Assistant. In November and December, there were two further changes to the membership of the Board. The Chair of the Board also changed in November; this was the third person to hold the role of Board Chair in the span of one year.

In addition, there were significant changes at the Executive Command level of the Service. In February, the former Chief separated from the Service. As well, a former Deputy Chief resigned. The new CAO had just begun in her role in December of 2021.

The context noted above is an important consideration in terms of the Board's ability to complete its annual workplan as well as perform evaluations of its performance.

This report and the data contained in Document 1 constitute the annual report on the Police Services Board's Activity, Training and Performance, covering the period from 1 January to 31 December 2022.

## **Board Activity**

In 2006 the Board approved that the activity indicators noted below would be tracked throughout the year and reported on in the annual report; statistics on the Board's 2022 activity are contained in Document 1.

### Activity Indicators

#### 1. Board and Committee Meetings

The volume of work associated with board and committee meetings on a monthly basis demonstrated by:

- Number of meetings, including all board meetings (public and in camera), meetings of board's standing committees (Complaints Committee, Finance & Audit Committee, Human Resources Committee, and Policy & Governance Committee), and other committees on which board members serve (Community Awards Selection Committee, Police Scholarship & Charitable Fund Board of Trustees, Thomas G. Flanagan Scholarship Award Selection Committee)
- Hours spent at meetings
- Number of items on agendas (public and in camera)
- Number of pages of agenda material reviewed.

#### 2. Community Meetings

In accordance with the Auditor's recommendations, the number of community meetings is identified separately from other board meetings and includes statistics on:

- Number of meetings
- Hours spent at meetings.

#### 3. Other Functions & Events

Members of the Police Services Board attend a wide variety of other business functions and ceremonial events outside of board and committee meetings each year, such as: business meetings (Ontario Association of Police Services Boards, Canadian Association of Police Governance, 'Big 12' Ontario boards,

meetings with city or provincial officials); collective bargaining and other meetings related to labour relations; media conferences; briefings; police awards ceremonies; recruit badge ceremonies; community events; and meetings with other community partners. This category records the following statistical information related to these other functions:

- Number of events
- Hours spent at them.

#### Board Committees

Under the terms of the Board's Committee Policy #GA-4, the Policy & Governance Committee is required to meet a minimum of four times a year, and the Finance & Audit Committee a minimum of three times a year. The Complaints Committee and Human Resources Committee meet on an as required basis. The number of times the committees met in 2022 was:

Complaints Committee:	0
Finance & Audit Committee:	2
Human Resources Committee:	2
Policy & Governance Committee:	3

#### **Additional Workload for Board Chair**

The indicators tracked and reported on in Document 1 do not reflect the additional time the Chair of the Board spends dealing with emails, phone calls and meetings on matters related to the work of the Board outside of formal meetings. In 2022, it is estimated the Board Chair spent an average of 10 additional hours per week on emails, phone calls and media; this is on top of the average time commitment of a Board member which is estimated at between 25-40 hours per month. The majority of meetings attended by the Board Chair are captured in the statistics for "other functions and events" contained in Document 1.

#### **Board Training**

The Auditor General's report emphasized the importance of board member orientation and training as essential elements of good governance. To assist the Ottawa Police Services Board in ensuring its members make the commitment to ongoing learning, the Auditor General recommended that the Board specify training requirements for its members, and report annually and publicly on training for the Board as a whole and for

individual members. The Board captured these recommendations in a Training Policy adopted in 2006. Statistics for training in 2022 are contained in Document 1.

Indicators pertaining to board training include:

- Ministry training attended by board members either individually or as a group
- Other training/education sessions attended by the Board as a group
- Other training/education sessions attended by each individual board member
- Hours spent in training by the Board as a whole and by individual board members.

If the Ministry of the Solicitor General offered no training in the year being reported on, the Activity Report will indicate that. Similarly, if there were no members serving their first year on the Board in the year being reported on, the report will indicate that the required orientation training for new members was not applicable that year.

A recommendation arising from the 2009 performance evaluation and accepted by the Board is to acknowledge in this annual report that failure to engage in appropriate training and development opportunities limits a board member's ability to participate effectively as a board member. Another recommendation approved by the Board in 2010 was that on an annual basis, each member of the Board shall be asked to read and sign the "Police Services Board Code of Conduct" contained in *Police Services Act* regulation, and that the names of members signing the affirmation form be recorded in the Annual Report on Activity, Training and Performance. At the start of the year, the following members signed and submitted an affirmation form, thereby signifying their review of the Code and re-commitment to it: C. Curry, P. Henschel, S. Fakirani, M. Carr, M. Sutcliffe, S. Valiquet.

#### Board Training as a Whole

Learning about police operations and programs through staff presentations is one of the objectives identified by the Board as important. In 2022, the Board received educational presentations from OPS staff, Crime Stoppers, and other stakeholders at regular Board meetings on the following topics:

- Joint Strategy on Workplace Sexual Violence & Harassment
- Use of Force
- Recruitment
- 2021 Annual Report

Other training, such as attendance at police governance-related conferences, is recorded in Document 1.

### **Board Performance**

The status of all 2022 Board work plan items at year-end are set out in Document 2. The Board's Policy & Governance Committee will be reviewing the outstanding items from the 2022 work plan when it meets to develop the draft 2023 workplan. This is expected to take place following the appointment of a permanent Board Chair and the drafting of an updated set of strategic priorities.

As noted previously, 2022 was an exceptional and challenging year for the Board.

As a result, there are a number of items in the work plan that were not completed, and these are detailed in Document 2.

When the Board develops its 2023 work plan, through the Policy and Governance Committee, the Board will need to consider which of the items from the previous workplan it wishes to carryover into this year.

### **CONSULTATION**

Consultation was not applicable.

### **FINANCIAL IMPLICATIONS**

There are no costs associated with this report.

### **SUPPORTING DOCUMENTATION**

Document 1: Ottawa Police Services Board 2022 Activity and Training Report

Document 2: 2022 Board Work Plan - Year-end Status

### **CONCLUSION**

This report meets the City of Ottawa Auditor General's 2005 recommendation to report annually and publicly on the activities, training and performance of the Ottawa Police Services Board. Statistical information was collected throughout 2022 on the number of meetings and other functions attended by Board members and the hours spent at them, as well as training or educational opportunities in which Board members participated. The report also provides information on the Board's performance in 2022.

In accordance with the Auditor General's recommendation, it is recommended that this report be forwarded to City Council for information.

Ottawa Police Services Board 2022 Activity and Training Report

<b>Board and Committee Meetings</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>2022 TOTALS</b>	<b>2021 TOTALS</b>
# of Meetings	4	5	1	2	3	1	1	1	2	1	2	3	26	24
# of Hours	7.25	13.75	4.75	5	7.85	3.61	1.92	2	4.5	4	3	3	60.63	96.65
# of Agenda Items	37	6	23	19	28	20	11	1	27	26	16	4	218	281
# of Pages of Material Reviewed	496	15	347	183	274	620	137	24	285	198	132	106	2817	3601
<b>Community Meetings</b>													<b>2022 TOTALS</b>	<b>2021 TOTALS</b>
# of Meetings	0	0	0	3	1	0	1	0	0	0	0	1	6	5
# of Hours	0	0	0	3	1	0	1.5	0	0	0	0	3	7.5	4.5
<b>Other Functions and Events</b>													<b>2022 TOTALS</b>	<b>2021 TOTALS</b>
# of Events	4	4	5	14	6	10	4	4	8	6	7	2	74	159
# of Hours	4	9.75	9.5	11.25	4.5	14	3.5	4.5	19.5	13	7	4	104.5	274.5
<b>Training &amp; Education</b>	<b>Ministry Training</b>		<b>Other Training &amp; Education</b>									<b>Hours</b>		<b>TOTALS</b>
Board as a Whole														
Individual Board Members														
E. El-Chantiry <i>Council appointee from February- November 2022</i>			21-April CAPG Webinar OAPSB Spring Conference and AGM September 1 / annual general meeting (AGM)									1.5 16.5 2.5		20.5
S. Valiquet <i>Citizen appointee effective February 2022</i>			21-April CAPG Webinar OAPSB Spring Conference and AGM CAPG May Webinar June 14-16 1st Annual Coalition for Canadian Police Reform Conference									1.5 16.5 1 17		36
C. Curry <i>Council appointee effective February 2022</i>			21-April CAPG Webinar June 14 CAPG Webinar 16 August- CAPG Webinar September 22 / CAPG Webinar WEBINAR: Excellence in Police Governance in Canada									1.5 1 1.15 1.37 1		6.02

P. Henschel <i>Provincial Appointee since March 2022</i>		21-April CAPG Webinar OAPSB Spring Conference and AGM CAPG May Webinar June 14-16 1st Annual Coalition for Canadian Police Reform Conference	1.5 16.5 1 17	36
M. Doucet <i>Provincial Appointee since March 2022</i>		7-April CAPG Webinar	1.5	1.5
J. Leiper <i>Council appointee from February - December 2022</i>		07- March Onboarding to OPSB for Councillor Leiper	1	1
S. Fakirani <i>Provincial Appointee since March 2022</i>		July CAPG Webinar WEBINAR: Excellence in Police Governance in Canada	1 1	2
M. Carr <i>Council appointee effective December 2022</i>				0
M. Sutcliffe <i>Council appointee effective November 2022</i>				0
D. Deans <i>Council appointee until February 2022</i>		25-Jan-22 CAPG Webinar	1	1
B. Johnson <i>Provincial appointee until March 2022</i>		25-Jan-22 CAPG Webinar	1	1
R. King <i>Council appointee until February 2022</i>				0



C. Meehan <i>Council appointee until February 2022</i>				<b>0</b>
D. Nirman <i>Provincial appointee until March 2022</i>		25-Jan-22 CAPG Webinar	1	<b>1</b>
S. Smallwood <i>Citizen appointee until February 2022</i>		25-Jan-22 CAPG Webinar	1	<b>1</b>
R. Swaita <i>Provincial appointee until March 2022</i>				<b>0</b>

**Notes:**

1) Number of hours do not include preparation time.

2) Not all Board members attend all meetings and events.

3) In addition to the tracked activities, the Board Chair spends a minimum of 10 hours/week on Board work.



RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
2. Approve 2022 Board Work Plan	√												
3. Receive 2022 Schedule of Conferences and CAPG Webinars	√												
4. Review Board Committee membership				√							√		The Board's committee membership was updated twice in 2022 due to changes in the Board's membership.
5. Onboarding/orientation of new Board members ( <i>ED</i> )			√								√		
6. Review Board Procedure By-law ( <i>P&amp;G and Board</i> )	√											√	
7. Create new Performance Evaluation Framework for Executive Command ( <i>HR and Board</i> )	-												Some work was undertaken in early 2022 however the framework has not been completed.
8. Review False Alarm Reduction Bylaw ( <i>P&amp;G and Board</i> )													Not completed.
9. Review Board Policies – Chapter 1, 2, 3 and Confidential Policies ( <i>ED, P&amp;G and Board</i> )													Not completed.
10. Review Board Policies – Chapter 4 Policies ( <i>ED, P&amp;G and Board</i> )													Not completed.
11. Review Financial Accountability Procedures Manual ( <i>P&amp;G and Board</i> )													Not completed.
12. Review, update, and potentially create Board policies applicable to de-escalation, use of force and non-force options, and/or													Oct 2020 Motion. Not completed.



RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
18. Develop a framework for donation requests to supplement the Board's Discretionary Fund Policy ( <i>FAC</i> )													Not completed.
19. Receive final report from PACE regarding recommendations for community engagement strategy and review	√												
20. Review Community Partnership Fund motion in the context of the final recommendations from PACE ( <i>P&amp;G</i> )													Nov 2020 motion. Not completed.
21. Engage with the Ottawa Aboriginal Coalition and other potential indigenous groups or individuals and work to identify calls of action within the Truth and Reconciliation Commission (TRC) that apply to both OPSB and OPS and report back to the Board with an action plan that will implement these findings ( <i>P&amp;G</i> )													Oct 2020 motion. Not completed.
22. Meet with targeted community partners as required ( <i>Chair, P&amp;G and Board</i> )													Meetings take place throughout the year.
23. Hold Public Interest meetings in collaboration with OPS as required												√	
24. Schedule OPS presentations at Board meetings ( <i>ED</i> )	√				√	√							

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
25. Issue updated Board Quarterly Newsletter ( <i>ED</i> )													Revised template to be developed. Not completed.
26. Review OPS use of delegated authority ( <i>quarterly or bi-annually, per direction at December 2021 meeting</i> )			√	√					√	√			This information is included as part of the quarterly financial updates from the Service.
27. Review OPS proposed options for meeting management intervention efficiency targets, as directed in the 2021 budget process.			√	√					√	√			These efficiency targets are reported on as part of the quarterly financial updates from the Service.
28. Review OPS implementation plan for Member Health and Wellness initiative, as directed in the 2021 budget process.													An implementation plan did not come forward for the Board's review.
29. Review business cases for new services in 2022 budget, as directed in the 2021 budget process.	√												
30. Provide input into annual Audit Plan ( <i>FAC and Board</i> )	√												
31. Provide input into the development of fiscal policies, objectives & priorities ( <i>FAC</i> )													The budget process was delayed to Q1 2023 as a result of the municipal election.
32. Review annual budget for consistency with the OPS long range financial plans ( <i>FAC</i> ) a) Ensure OPS builds a three-year financial forecast that aligns with the Board's strategic plan													The budget process was delayed to Q1 2023 as a result of the municipal election.

<b>RESPONSIBILITIES</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug.</b>	<b>Sept.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Notes</b>
33. Review annual budget development process and guidelines & make recommendations for revisions ( <i>FAC</i> )													The budget process was delayed to Q1 2023 as a result of the municipal election.
34. Review and approve budget guidelines and timetable													The budget process was delayed to Q1 2023 as a result of the municipal election.
35. Table draft Budget													The budget process was delayed to Q1 2023 as a result of the municipal election.
36. Review & approve OPS budget													The budget process was delayed to Q1 2023 as a result of the municipal election.

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
37. Develop 2022 Board work plan (P&G)	√												
38. Submit Accessibility Compliance Report (ED)													Public sector organizations are required to submit this report every two years. Due next in 2023.
39. Submit annual report on use of urgent demands for records pertaining to missing persons investigations, to Ministry. (ED)			√										
40. Review staffing of Board office and potential for growth.													Not completed. There was a requirement to hold a hiring process for a Board Assistant mid-year.
41. Complete Deputy Chief Recruitment.													This was put on hold as the Board was required to undertake a Chief recruitment process.
<b>Evaluating &amp; Monitoring Performance</b>													
1. Track activities of Board (ED)	√	√	√	√	√	√	√	√	√	√	√	√	
2. Report on 2021 Board Activities, Training & Performance (ED)	√												
3. Board to meet with individual members of Executive Command re: performance evaluation & mid-point check-in.													There were a number of changes at the Executive Command level in 2022. No formal performance



RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
													evaluations took place.
4. Board Performance Self-Evaluation													The entire Board changed between Feb-March. There were two further changes in Nov-Dec. This was not completed.
5. Performance evaluation for ED (HR)													This was not completed. Changes to the membership of the Board in Feb-March made it impossible for the new members to evaluate the EDs performance in the previous year.
6. Review remuneration for Executive positions													This is normally completed as part of the Performance Evaluation Process however performance evaluations did not take place.
7. Review performance in achieving Strategic Plan (semi-annual)	√												
8. Review annual report on Public Rewards	√												
9. Review Workplace Accidents and Injuries: 2021 Annual Report				√									
10. Review activities of Police Service through Annual						√							





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31. Receive annual report on Equitable Work Environment ( <i>HR &amp; Board</i> )	√											X	December meeting was cancelled. Report to be received in January 2023.
32. Review final report from Rubin Thomlinson on pilot	√												
<b>Miscellaneous</b>													
1. Attend OAPSB Conference					√								
2. Attend CAPG Conference									√				
3. Attend OAPSB Fall Labour Seminar											√		

FAC = Finance and Audit Committee; P&G = Policy & Governance Committee; HR = Human Resources Committee;

ED = Executive Director