

**Report to / Rapport au:**

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

**22 January 2024 / 22 janvier 2024**

**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: 2023 ANNUAL  
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE  
RENDEMENT DE LA COMMISSION – 2023**

**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 à la directrice exécutive 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.

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 2023.

## **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.

### **A. 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.

## B. 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 2023 was:

Complaints Committee:	3
Finance & Audit Committee:	5
Human Resources Committee:	3
Policy & Governance Committee:	4

### **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 2023, 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 40 hours per month. The majority of meetings attended by the Board Chair are captured in the statistics for “other functions and events” as well as “community meetings” 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 2023 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, M. Carr, M. Sutcliffe, S. Fakirani.

### 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 2023, the Board received educational presentations from OPS staff, Crime Stoppers, Boys and Girls Club of Ottawa and other stakeholders at regular Board meetings on the following topics:

- Boys and Girls Club of Ottawa / BGC Ottawa Programming
- National Capital Area Crime Stoppers Operations
- Hate Crimes and Race-Based Data Collection
- OPS Safe Workplace Program
- Migration from the E911 Network to the NG9-1-1 Network
- Complainant Protections in the Proposed Rules for Adjudication Hearings and the Regulation re the Ontario Police Arbitration and Adjudication Commission under the Community Safety and Policing Act (CSPA)
- Board Strategic Plan

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

### **Board Performance**

The status of all 2023 Board work plan items at year-end are set out in Document 2. The Board's Policy & Governance Committee reviewed the outstanding items from the 2023 work plan when it met to develop the draft 2024 workplan on December 5, 2023.

Any tasks that were not completed have been added to the draft 2024 workplan which is before the Board for approval.

### **CONSULTATION**

Consultation was not applicable.

### **FINANCIAL IMPLICATIONS**

There are no costs associated with this report.

### **SUPPORTING DOCUMENTATION**

Document 1: Ottawa Police Services Board 2023 Activity and Training Report

Document 2: 2023 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 2023 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 2023.

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 2023 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>2023 TOTALS</b>	<b>2022 TOTALS</b>
# of Meetings	2	5	2	4	3	3	3	2	3	5	5	4	41	26
# of Hours	9h42	11h04	5h46	5h15	5h30	4h50	5h40	4h5	6h25	6h40	6h55	4h50	74h47	62h
# of Agenda Items	40	32	22	21	32	20	28	5	29	33	22	25	309	218
# of Pages of Material Reviewed	315	374	257	218	281	294	254	276	691	356	372	489	4177	2817
<b>Community Meetings</b>													<b>2023 TOTALS</b>	<b>2022 TOTALS</b>
# of Meetings	1	1	0	0	2	2	12	5	2	3	1	1	30	6
# of Hours	1.5	3	0	0	4	8	16.5	5.45	1.15	3	1	1	44.95	7.5
<b>Other Functions and Events</b>													<b>2023 TOTALS</b>	<b>2022 TOTALS</b>
# of Events	4	6	5	4	7	9	3	15	20	6	11	10	100	74
# of Hours	4	10	18	11.5	9	13	5.5	33	25.5	9.5	15	20.5	174	104.5
<b>Training &amp; Education</b>	<b>Ministry Training</b>		<b>Other Training &amp; Education</b> (hours recorded above)									<b>Hours</b>	<b>TOTALS</b>	
Board as a Whole			Full day Board orientation session - prep for strategic planning May 04									7	7	
Individual Board Members														
Gail. Beck <i>Citizen appointee from April 2023-December 2023</i>			Briefing on new Police Services Act with Glenn Christie (external counsel) 28 April 2023									1	27	
			Orientation on May 3									2		
			Orientation continued on May 5									1		
			CAPG Conference St. John's, Newfoundland from August 15 to August 18									17		
			CPA & CAPG Summit: "Pressures on Policing - A Shared Perspective" Vancouver on Nov 21 2023									6		

S. Valiquet <i>Citizen appointee from February 2022- March 2023</i>		Board Governance Briefing- Jan 24  Successful Police Communication: The effect of organizational structure and culture, 16 Feb 2023	1  1.5	<b>2.5</b>
C. Curry <i>Council appointee effective February 2022</i>		Board Governance Briefing- Jan 24  Briefing on new Police Services Act with Glenn Christie (external counsel) 28 April 2023	1  1	<b>2</b>
P. Henschel <i>Provincial Appointee since March 2022</i>		Board Governance Briefing- Jan 24  Briefing on new Police Services Act with Glenn Christie (external counsel) 28 April 2023  CPA & CAPG Summit: "Pressures on Policing - A Shared Perspective" Vancouver on Nov 21 2023  Webinar on Nov 30 "Role of Board & Policing Culture"	1  1  6  1	<b>9</b>
M. Doucet <i>Provincial Appointee since March 2022</i>		Briefing on new Police Services Act with Glenn Christie (external counsel) 28 April 2023	1	<b>1</b>
S. Fakirani <i>Provincial Appointee since March 2022</i>		Briefing on new Police Services Act with Glenn Christie (external counsel) 28 April 2023  2023 OAPSB Spring Conference and AGM from May30 to June 01 <sup>st</sup>  CAPG Conference St. John's, Newfoundland from August 14 to August 18- Salim attended the pre conference workshop on Aug 15	1  13  22	<b>36</b>
M. Carr <i>Council appointee effective December 2022</i>		Board Governance Briefing- Jan 24  Briefing on new Police Services Act with Glenn Christie (external counsel) 28 April 2023	1  1	<b>15</b>



		2023 OAPSB Spring Conference and AGM from May30 to June 01 <sup>st</sup>	13	
M. Sutcliffe <i>Council appointee effective November 2022</i>		Board Governance Briefing- Jan 24  Briefing on new Police Services Act with Glenn Christie (external counsel) 28 April 2023	1  1	<b>2</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
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> )										X	X	X	Not completed. Reassigned to FAC
12. Arrange Board training opportunities ( <i>ED</i> )	-	-	-	-	-	-	-	-	-	-	-	-	Ongoing throughout the year
13. Prepare, with the assistance of the OPS and other resources as required, a strategic plan for the Service, which includes objectives, priorities, and core functions, as well as quantitative and qualitative performance objectives; also includes internal and external consultation ( <i>P&amp;G and Board</i> ) a) Host session(s) to provide update(s) on progress of plan.					√	√	√	√	√	√	√		
14. Hold joint strategic planning sessions with the Executive Command								√	√		√		
15. Bargain a renewal collective agreement with Senior Officers' Association	√	√	√	√									
16. Meet with targeted community partners as required ( <i>Chair, P&amp;G and Board</i> )	-	-	-	-	-	-	-	-	-	-	-	-	Ongoing throughout the year
17. Hold Public Interest meetings in collaboration with OPS as required													None held
18. Schedule OPS presentations at Board meetings ( <i>ED</i> )	-	-	-	-	-	-	-	-	-	-	-	-	Ongoing throughout the year

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19. Issue updated Board Quarterly Newsletter ( <i>ED</i> )													Not completed
20. Provide input into annual Audit Plan ( <i>FAC and Board</i> )			√										
21. Provide input into the development of fiscal policies, objectives & priorities ( <i>FAC</i> )							√		√				
22. 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							√		√				
23. Review annual budget development process and guidelines & make recommendations for revisions ( <i>FAC</i> )							√		√				
24. Review and approve budget guidelines and timetable									√				
25. Table draft Budget											√		
26. Review & approve OPS budget											√		

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
27. Develop 2024 Board work plan (P&G)												√	Draft completed; before the Board for approval
28. Submit Accessibility Compliance Report (ED)												√	
29. Submit annual report on use of urgent demands for records pertaining to missing persons investigations, to Ministry. (ED)			√										
30. Complete Recruitment of Deputy Chiefs (2).	√	√	√	√	√								
<b>Actioning of Recommendations Arising from Audit of the OPS's Response to the Convoy Protest – The Role of the OPSB</b>													
1. Review and update of Major Events policy (and any related Board policies) (P&G)								√	-	-	-	-	Ongoing
2. Review performance evaluation process for Chief, Deputy Chief, and CAO (HR)												X	Ongoing
3. Develop Board policy concerning dissemination of information by the Chair to the Board (P&G)												√	
4. Review and update of Procedure Bylaw		√											
5. Review of Legal Services Policy, including identification of potential or perceived conflicts of interest for the Board Solicitor and a cost-benefit												X	Ongoing

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
analysis of retaining regular, independent Board counsel (P&G)													
6. Analysis of Board competencies (ED & Board)												X	Ongoing
7. Tracking of Board appointment terms	√	√	√	√	√	√	√	√	√	√	√	√	
8. Review policy on Board Member Job Descriptions									√				
9. Develop enhanced orientation program for new Board members (ED & Board)												X	Ongoing
10. Review resourcing requirements of the Board, including needs assessment and review of staffing complement at other large police boards (HR & ED)										√			
<b>Evaluating &amp; Monitoring Performance</b>													
1. Track activities of Board (ED)	√	√	√	√	√	√	√	√	√	√	√	√	
2. Report on 2022 Board Activities, Training & Performance (ED)	√												
3. Board to meet with individual members of Executive Command re: performance evaluation & mid-point check-in.							X					X	Not completed. Performance framework is still to be developed.
4. Board Performance Self-Evaluation													A comprehensive self-evaluation is typically completed by the Board once every four years. The last comprehensive self-

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
													evaluation was done in 2017. Not completed.
5. Performance evaluation for ED (HR)												X	The last performance evaluation was conducted in January 2021. Not completed.
6. Review remuneration for Executive positions												X	Completed as part of Performance Evaluation Process. Not completed. Performance framework is still to be developed.
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 Report (incl. Use of Force & Asset Management)						√							Moved to June to align with reporting timelines of the OPS.
11. Receive quarterly reports on the administration of the complaints system.				√			√			√			
12. Review 2021 annual report on administration of the complaints system through Annual Report						√							Moved to June to align with reporting timelines of the OPS.
13. Receive quarterly reports on the finances of the organization, including use of delegated authority.				√					√		√		

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
14. Review 2021 annual Financial Status report			√										
15. Review quarterly reports on Legal Services	√				√		√			√			
16. Review quarterly reports on Labour Relations (In Camera)	√			√						√			
17. Review quarterly reports on Workforce Management		√				√			√		√		
18. Receive quarterly reports on Board Monitoring Requirements	√			√			√			√			Q4 update provided as part of year-end report on workplan.
19. Review quarterly reports on OPS performance		√			√					√	X		
20. Receive annual report on Appointments made under <i>Interprovincial Policing Act</i>		√											
21. Receive annual report on Board Policy CR-1: Positive Workplace					√								
22. Receive annual report on Quality Assurance Unit, including compliance with Ministry standards. ( <i>FAC &amp; Board</i> )			√										
23. Receive annual report on Accessibility Plan	√												
24. Receive annual report on Human Rights and Racial Profiling Policy											X		On January 2024 agenda
25. Approve annual Audit Plan			√										
26. Receive annual report on Board Policy CR-7: Workforce Management:													
a) Promotion Process						√							a) Received b) Outstanding



RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
b) Non-Executive Succession Plan (incl. in Q4 Workforce Mgmt report)		X											
27. Receive annual report on Board Policy CR-6: Public Consultation									X				On January 2024 agenda
28. Receive annual report on Executive Succession Planning			X									√	Verbal update provided in December 2023; refresh of program to take place
29. Review annual report on Board discretionary funding												√	
30. Receive annual report on Secondary Activities	√												
31. Receive annual report on Equitable Work Environment ( <i>HR &amp; Board</i> )	√												
32. Receive report back on feasibility of piloting safe exchange areas or community safety zones.									√				City Council Motion 2023 – 05/09, due by Q3 2023.
<b>Miscellaneous</b>													
1. Attend OAPSB Conference – May 30-June 1					√	√							
2. Attend CAPG Conference – August 14-19								√					
3. Attend OAPSB Fall Labour Seminar – Oct 19-20										X			No one was available to attend.

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