

Report to / Rapport au:

**OTTAWA POLICE SERVICE BOARD
LA COMMISSION DE SERVICE DE POLICE D'OTTAWA**

27 January 2025 / 27 janvier 2025

Submitted by / Soumis par:

**Executive Director, Ottawa Police Service Board / Directeur Exécutif, Commission
de service de police d'Ottawa**

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**SUBJECT: BOARD ACTIVITY, TRAINING & PERFORMANCE: 2024 ANNUAL
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE
RENDEMENT DE LA COMMISSION – 2024**

REPORT RECOMMENDATIONS

That the Ottawa Police Service 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 service de police d'Ottawa :

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

BACKGROUND

In December 2005 the Ottawa Police Service 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 Service Board's Activity, Training and Performance, covering the period from 1 January to 31 December 2024.

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 2023 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 Service 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 2024 was:

Complaints Committee:	2
Finance & Audit Committee:	6
Human Resources Committee:	4
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 2024, 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 2024 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. New Members D. Donaldson, and M. Polowin signed and submitted the affirmation form following their appointment.

Board Training as a Whole

In 2024, the Board received educational presentations on the following topics:

- Strategic Planning;
- The *Community Safety and Policing Act, 2019 (CSPA)*;
- Labour relations.

Board Members have also completed mandatory online training delivered by the Ministry of the Solicitor General which consisted of 4 modules on:

- Human Rights;
- Systemic Racism;
- Ontario's Diverse Multiracial & Multicultural Society;
- The Rights and Cultures of First Nations, Inuit, and Metis Peoples.

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

CONSULTATION

Consultation was not applicable.

FINANCIAL IMPLICATIONS

There are no costs associated with this report.

SUPPORTING DOCUMENTATION

Document 1: Ottawa Police Service Board 2024 Activity and Training Report

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 Service Board. Statistical information was collected throughout 2024 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 2024.

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

Ottawa Police Service Board 2024 Activity and Training Report

Board and Committee Meetings	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2024 TOTALS	2023 TOTALS
# of Meetings	3	7	7	6	4	3	4	2	4	4	2	3	49	41
# of Hours	3.50	6.45	6.55	6.20	7.45	5	6.15	3.30	6.05	6.25	1.45	5.45	63.8	74h47
# of Agenda Items	37	30	37	28	31	18	25	2	31	27	3	32	301	309
# of Pages of Material Reviewed	292	503	591	245	445	449	346	40	323	549	6	441	4230	4177
Community Meetings													2024 TOTALS	2023 TOTALS
# of Meetings	5	1	0	3	1	1	1	2	1	0	0	0	15	30
# of Hours	10	1.30	0	4.30	1	4	1	2.30	4	0	0	0	27.9	44.95
Other Functions and Events													2024 TOTALS	2023 TOTALS
# of Events	5	21	9	5	5	13	6	3	15	16	17	6	121	100
# of Hours	7.15	22.47	18.30	8.30	8.30	22.30	10	4	8.30	13.30	11.55	17.50	151.47	174
Training & Education	Ministry Training	Other Training & Education (hours recorded above)										Hours	TOTALS	
Board as a Whole	Mandatory Training – 4 modules (Human Rights, Systemic Racism; Ontario’s Diverse Multiracial & Multicultural Society; and the Rights and Cultures of First Nations, Inuit, and Metis Peoples) (6hours)	Update briefing on new CSPA – February Strategic Planning Retreat- November										1 6 6	13	
Individual Board Members														
C. Curry		Training on Pilot for new Executive Command Perf Eval Framework - April											3	

<i>Council appointee effective February 2022</i>		Board Training – July	1 2	
<i>P. Henschel Provincial Appointee since March 2022</i>		Training on Pilot for new Executive Command Perf Eval Framework - April Board Training - July	1 2	3
<i>S. Fakirani Provincial Appointee since March 2022</i>		Community Safety and Policing Act Summit - February Training on Pilot for new Executive Command Perf Eval Framework - April OAPSB Spring Conference – June Board Training – July 2024 Canadian Association of Police Governance Conference – August CACP 119th Annual Summit – August Webinar: Hate Crimes & Radicalization in your Community- October	16 1 20 2 22 12 1	74
<i>M. Carr Council appointee effective December 2022</i>		Webinar: Role of Board in Policing Culture: The Disconnect between the Police & the Public – March Training on Pilot for new Executive Command Perf Eval Framework - April OAPSB Spring Conference – June Board Training – July 2024 Canadian Association of Police Governance Conference - August Safety of our Cities conference - September	1 1 20 2 22 16	62
<i>M. Sutcliffe Council appointee effective November 2022</i>				

D. Donaldson <i>Citizen appointee effective March 2024</i>	Orientation Session - March	1.30	78.6
	Webinar on Rethinking Police Control Tactics: Preventing Unnecessary Escalation of Force and Rebuilding Public Confidence in the Police – April	1.30	
	OAPSB Zone 2 meeting - June	20	
	Board Training – July	2	
	2024 Canadian Association of Police Governance Conference – August	22	
	Webinar: Building Healthy Relationships with your Police Association with Tom Stamatakis & Casey Ward – August	1	
	Safety of our Cities conference – September	16	
	Webinar: Surveying Public Attitudes towards the Police - September	1	
	OAPSB Labour Conference - November	14	
M. Polowin <i>Provincial Appointee since November 2024</i>			
M. Doucet <i>Provincial Appointee since March 2022- Resigned on August 23</i>	Training on Pilot for new Executive Command Perf Eval Framework - April	1	15
	Board Training – July	2	
	CACP 119th Annual Summit - August	12	

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.