

OTTAWA POLICE SERVICES BOARD REPORT 6

COMMISSION DE SERVICES POLICIERS D'OTTAWA RAPPORT 6

TO THE COUNCIL OF THE CITY OF OTTAWA

AU CONSEIL DE LA VILLE D'OTTAWA

8 FEVRIER 2017

LE 8 FEVRIER 2017

The **OTTAWA POLICE SERVICES BOARD** met on **23 JANUARY 2017** and submits the item contained in this report for **the information** of Council at its meeting of **8 FEBRUARY 2017**.

La **COMMISSION DE SERVICES POLICIERS D'OTTAWA** s'est réuni le **23 JANVIER 2017** et soumet ce rapport **pour information** par le Conseil lors de sa réunion du **8 FEVRIER 2017**.

PRESENT / PRÉSENCES :

Board Members / Membres de la commission:

Councillor/conseiller E. El-Chantiry (Chair/président), J. Durrell (Vice Chair/vice-président), Councillor/ conseiller A. Hubley, C. Nicholson, L. A. Smallwood, Councillor/conseiller T. Tierney, S. Valiquet

SUBJECT: BOARD ACTIVITY, TRAINING & PERFORMANCE: 2016 ANNUAL REPORT

OBJET : RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE RENDEMENT DE LA COMMISSION DE SERVICES POLICIERS – 2016

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1. BOARD ACTIVITY, TRAINING & PERFORMANCE: 2016
RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE
RENDEMENT DE LA COMMISSION DE SERVICES POLICIERS – 2016

BOARD RECOMMENDATION

That Council receive this report for information.

RECOMMANDATION DU CONSEIL

Que le Conseil prenne connaissance du présent rapport à titre d'information.

SUPPORTING DOCUMENTATION

Document 1: Executive Director's report dated 23 January 2017.

Document 2: Extract from Draft Minute, 23 January 2017

Document 1

Report to / Rapport au:

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

23 January 2017 / 23 janvier 2017

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Wendy Fedec, Executive Director / Wendy Fedec Directrice exécutive
(Wendy.Fedec@ottawa.ca)**

**SUBJECT: BOARD ACTIVITY, TRAINING & PERFORMANCE: 2016 ANNUAL
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE
RENDEMENT DE LA COMMISSION DE SERVICES POLICIERS – 2016**

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 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 at the end of 2012 and one is planned for early 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 2016.

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 2016 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 2016 was:

| | |
|--------------------------------|----|
| Complaints Committee: | 0 |
| Finance & Audit Committee: | 4 |
| Human Resources Committee: | 6 |
| Policy & Governance Committee: | 5. |

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. The Board Chair estimated that in 2016 an average of 12 hours per week was spent on emails, phone calls and media. 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 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 2016 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 Community Safety and Correctional Services 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. One new member of Council joined the Board in November 2016; no Ministry training was offered but orientation training was provided to Councillor Hubley by the Board Solicitor and Executive Director.

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. The following members have signed and submitted an affirmation form, thereby signifying their review of the Code and re-commitment to it: J. Durrell, E. El Chantiry, A. Hubley, C. Nicholson, L.A. Smallwood, T. Tierney and 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 2016 the Board received educational presentations from OPS staff or Crime Prevention Ottawa at regular Board meetings on the following topics:

- 2016-2018 OPS Business Plan
- Ottawa Gang Strategy Update (Crime Prevention Ottawa)
- OPS Information Technology / Information Management Roadmap
- Post-Incident Neighbourhood Support Networks (Crime Prevention Ottawa)
- OPS CBRNE Operations Unit
- Ontario Regulation 58/16: Collection of Identifying Information
- Service Initiative Update
- Canada 2017 – Planning for 150th Events
- Gender Audit.

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

Board Performance

As noted earlier, the Policy & Governance Committee reviewed the Board's achievements against its approved work plan for the year. The status of all 2016 Board work plan items at year-end are set out in Document 2.

All tasks were completed with the exception of the following (item numbers correspond to the "Establishing Expectations" section of Document 2); they have been added to the 2017 work plan:

- #7 – Routine review of Board policies.
- #9 – Develop a Crisis Communications Plan.
- #10 – Review existing communications policies, protocols and procedures.

In addition to the tasks contained in the 2016 work plan, the Board also co-hosted a public session on the Traffic Stop Race Data Collection Project Report in November, and conducted an internal selection process for a new Deputy Chief in November/December 2016.

CONSULTATION

Consultation was not applicable.

FINANCIAL IMPLICATIONS

There are no costs associated with this report.

SUPPORTING DOCUMENTATION

Document 1: Ottawa Police Services Board 2016 Activity and Training Report

Document 2: 2016 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 2016 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 2016.

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

Document 1

| Ottawa Police Services Board 2016 Activity and Training Report | | | | | | | | | | | | | | |
|---|--------------------------|------------|--|------------|------------|------------|------------|------------|------------|------------|------------|-------------------------------|------------------------|------------------------|
| Board and Committee Meetings | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | 2016 TOTALS | 2015 TOTALS |
| # of Meetings | 4 | 0 | 2 | 1 | 1 | 5 | 2 | 0 | 1 | 3 | 6 | 1 | 26 | 20 |
| # of Hours | 6.75 | 0 | 4.5 | 2.5 | 2 | 6.35 | 3.25 | 0 | 2 | 5.25 | 13.75 | 0 | 46.35 | 29.5 |
| # of Agenda Items | 38 | 0 | 25 | 22 | 11 | 22 | 19 | 0 | 16 | 26 | 20 | 18 | 217 | 172 |
| # of Pages of Material Reviewed | 460 | 0 | 246 | 218 | 228 | 610 | 323 | 0 | 128 | 206 | 1248 | 207 | 3874 | 2142 |
| Community Meetings | | | | | | | | | | | | | 2016 TOTALS | 2015 TOTALS |
| # of Meetings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 |
| # of Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 3 | 3 |
| Other Functions and Events | | | | | | | | | | | | | 2016 TOTALS | 2015 TOTALS |
| # of Events | 7 | 8 | 14 | 19 | 16 | 15 | 8 | 11 | 13 | 11 | 9 | 1 | 132 | 110 |
| # of Hours | 9.5 | 8.5 | 23 | 34 | 70.25 | 48.1 | 23 | 51.5 | 73 | 38 | 29 | 8 | 415.85 | 360.25 |
| Training & Education | Ministry Training | | Other Training & Education | | | | | | | | | (hours recorded above) | Hours | TOTALS |
| Board as a Whole | none offered | | | | | | | | | | | | | |
| Individual Board Members | none offered | | | | | | | | | | | | | |
| Jim Durrell | | | | | | | | | | | | | | |
| E. El-Chantiry | | | OAPSB Conference, Niagara Falls, 12-14 May 2016 | | | | | | | | | 21 | | |
| | | | CAPG Conference, Ottawa, 12 - 14 August 2016 | | | | | | | | | 25 | | |
| | | | OAPSB Labour Seminar, Toronto, 20-21 October 2016 | | | | | | | | | 16 | | 62 |
| J. Harder / A. Hubley (a/o Nov16) | | | Board Orientation, 14 November 2016 | | | | | | | | | 2 | | 2 |
| S. Smallwood | | | Law in Policing Conference, Toronto, 15-16 June 2016 | | | | | | | | | 16 | | |
| | | | CAPG Conference, Ottawa, 12 - 14 August 2016 | | | | | | | | | 25 | | |
| | | | CACP Conference, Ottawa, 26 - 27 September 2016 | | | | | | | | | 14 | | |
| | | | OAPSB Labour Seminar, Toronto, 20-21 October 2016 | | | | | | | | | 16 | | 71 |
| C. Nicholson | | | CAPG Conference, Ottawa, 12 - 14 August 2016 | | | | | | | | | 8 | | 8 |
| T. Tierney | | | | | | | | | | | | | | |
| S. Valiquet | | | CAPG Conference, Ottawa, 12 - 14 August 2016 | | | | | | | | | 8 | | 8 |
| 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 12 hours/month on Board work. | | | | | | | | | | | | | | |

| RESPONSIBILITIES | Jan. | Feb. | Mar | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Notes |
|---|-------------|-------------|------------|--------------|------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|---|
| 6. Develop Board Policy on Street Checks (P&G) | | | | | √ | √ | | | | | | | |
| 7. Review of Board policies: Chapters 1, 2 and 4, and some Chapter 3 policies (P&G) | | | | | | | | X | X | X | | | Delayed until Q1 2017. |
| 8. Traffic Stop Race Data Collection Project – Public Consultation on final report | | | | | | | | | | √ | √ | | Oct.-public release of final report Nov.-public info session |
| 9. Develop a Board crisis communications plan | | | | | X | X | | | | | | | Not completed |
| 10. Review existing board communications policies, protocols, procedures (P&G) | | | | | X | X | | | | | | | Linked to Item 4 – not completed. |
| 11. Meet with targeted community partners as required | | | | | | | | | | | | √ | ByWard Market & Rideau BIA's |
| 12. Hold Public Interest meetings in collaboration with OPS as required | | | | | | | | | | | | | |
| 13. Schedule OPS presentations at Board meetings | √ | | √ | √ | | √ | √ | | √ | | √ | | |
| 14. Issue Board Quarterly Newsletter | | | √ | | | √ | | | √ | | | √ | |
| 15. Provide input into annual Audit Plan (FAC) | | | | X | | | | | | | | | |
| 16. Provide input into the development of fiscal policies, objectives & | | | | | | | | √ | | √ | | | |

| RESPONSIBILITIES | Jan. | Feb. | Mar | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Notes |
|--|-------------|-------------|------------|--------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|--------------|
| priorities (FAC) | | | | | | | | | | | | | |
| 17. Review annual budget for consistency with the OPS long range financial plans (FAC) | | | | | | | √ | | | √ | | | |
| 18. Review annual budget development process and guidelines, & make recommendations for revisions. (FAC) | | | | | | | √ | | | | | | |
| 19. Review and approve budget guidelines and timetable | | | | | | | | | | √ | | | |
| 20. Table draft Budget | | | | | | | | | | | √ | | |
| 21. Review & approve OPS budget | | | | | | | | | | | √ | | |
| 22. Develop 2016 Board work plan (P&G) | | | | | | | | | | | | √ | |
| Evaluating & Monitoring Performance | | | | | | | | | | | | | |
| 1. Track activities of Board | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | |
| 2. Report on 2015 Board Activities, Training & Performance | √ | | | | | | | | | | | | |
| 3. Review remuneration for Executive positions | √ | | | | | | | | | | | | |
| 4. Review performance in achieving Business Plan (semi-annual) | | | | | √ (2015) | | | √ (2016) | | | | | |

| RESPONSIBILITIES | Jan. | Feb. | Mar | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Notes |
|--|-------------|-------------|------------|--------------|------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|--------------|
| 5. Annual report on Public Rewards | √ | | | | | | | | | | | | |
| 6. Workplace Accidents and Injuries: 2015 Annual Report | | | √ | | | | | | | | | | |
| 7. Review activities of Police Service through Annual Report (incl. Use of Force & Asset Management) | | | | X | | √ | | | | | | | |
| 8. Receive quarterly reports on the administration of the complaints system. | | | | √ | | | √ | | | √ | | | |
| 9. Review 2015 annual report on administration of the complaints system. | | | | √ | | | | | | | | | |
| 10. Receive quarterly reports on the finances of the organization. | | | | √ | | | √ | | | √ | | | |
| 11. Review 2015 annual Financial Status report | | | √ | | | | | | | | | | |
| 12. Review quarterly reports on Legal Services | √ | | | √ | | | √ | | | √ | | | |
| 13. Review quarterly reports on Labour Relations (In Camera) | | | | √ | √ | | √ | | | | √ | | |
| 14. Review quarterly reports on Workforce Management | | | √ | √ | | | √ | | | √ | | | |
| 15. Receive quarterly reports on Board Monitoring Requirements | √ | | | √ | | | √ | | | √ | | | |
| 16. Review quarterly reports | √ | | | | √ | | √ | | | √ | | | |

| RESPONSIBILITIES | Jan. | Feb. | Mar | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Notes |
|---|-------------|-------------|------------|--------------|------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|--------------|
| Executive Succession Planning | | | | | | | | | | | | | |
| 26. Performance reviews of Chief, Deputy Chiefs and Director General. | | | | | | | | | | | | √ | |
| 27. Annual Report On Board Discretionary Funding | | | | | | | | | | | | √ | |
| 28. Annual Report on Secondary Activities | √ | | | | | | | | | | | | |
| Miscellaneous | | | | | | | | | | | | | |
| 1. Plan for 2016 CAPG Conference (Board staff, Member Smallwood) | √ | √ | √ | √ | √ | √ | √ | √ | | | | | |
| 2. Board ED Recruitment Process (HR) | | | | | | | | | √ | √ | √ | √ | |
| 3. Collective bargaining with OPA | | | | | | | | | | | | √ | |
| 4. Collective bargaining with SOA | | | | | | | √ | √ | √ | | | | |
| 5. Attend OAPSB Conference – Niagara, May 11-14 | | | | | √ | | | | | | | | |
| 6. Attend CAPG Conference –Ottawa, Aug. 12-14 | | | | | | | | √ | | | | | |
| 7. Attend Zone 2 Fall meeting in Ottawa | | | | | | | | | √ | | | | |
| 8. New: Deputy Chief Recruitment Process | | | | | | | | | | | √ | √ | |

Document 2

OTTAWA POLICE SERVICES BOARD
EXTRACT OF DRAFT MINUTES 27
23 JANUARY 2017

4. POLICE SERVICES BOARD ACTIVITY, TRAINING AND PERFORMANCE –
2016 ANNUAL REPORT

Executive Director's report

That the Ottawa Police Services Board:

1. Receive this report for information.

RECEIVED

2. Direct the Executive Director to forward it to City Council for information.

CARRIED

DRAFT