

Report to / Rapport au:

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

27 January 2020 / 27 janvier 2020

Submitted by / Soumis par:

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

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**SUBJECT: BOARD ACTIVITY, TRAINING & PERFORMANCE: 2019 ANNUAL
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE
RENDEMENT DE LA COMMISSION – 2019**

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.

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 2019.

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 2019 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 2019 was:

Complaints Committee:	3
Finance & Audit Committee:	7
Human Resources Committee:	5
Policy & Governance Committee:	2

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 2019 an average of 8 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 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 2019 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.

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: C. Meehan, D. Nirman, L.A. Smallwood, S. Valiquet, and J. Watson.

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 2019, the Board received educational presentations from OPS staff, Crime Stoppers, and other stakeholders at regular Board meetings on the following topics:

- Community Policing
- Modernization Roadmap
- Background Check Fee Proposal
- South Campus
- Neighbourhood Resource Teams
- Performance Management of New Recruits
- Equity, Diversity and Inclusion
- Violence Against Women

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 2019 Board work plan items at year-end are set out in Document 2.

All tasks were completed with the exception of the following, which have been added to the 2020 work plan:

(item numbers correspond to the "Establishing Expectations" section of Document 2):

- #6 – Review Board Procedure By-law
- #10 – Bargain a renewal collective agreement with the Senior Officers Association: initial discussions have begun.
- #11 – Develop a Board crisis communications plan: ongoing; partnering with OPS on a joint strategy.
- #24 – Bargain a renewal collective agreement with Ottawa Police Association: preliminary discussions have begun.

(item numbers correspond to the "Evaluating & Monitoring Performance" section of Document 2)

- #23 Receive annual report on Human Rights and Racial Profiling Policy: delayed to align with release of EDI Action Plan.
- #27 – Receive annual report on Executive Succession Planning: moved to February to align with performance reviews.
- #28 – Review performance of Chief, Deputy Chiefs and CAO: delayed until January as current framework/process is revised.
- #31 – Receive annual report on Equitable Work Environment: delayed to align with EDI Action Plan.

CONSULTATION

Consultation was not applicable.

FINANCIAL IMPLICATIONS

There are no costs associated with this report.

SUPPORTING DOCUMENTATION

Document 1: Ottawa Police Services Board 2019 Activity and Training Report

Document 2: 2019 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 2019 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 2019.

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 2019 Activity and Training Report															
Board and Committee Meetings	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2019 TOTALS	2018 TOTALS	
# of Meetings	2	4	1	4	2	5	2	5	3	2	3	4	37	30	
# of Hours	4	6.5	0.75	5.75	3.5	6.5	3	21	6.25	2.75	2.5	3	65.5	104	
# of Agenda Items	32	20	13	22	22	17	17	0	25	24	18	25	235	213	
# of Pages of Material Reviewed	339	306	49	156	156	205	68	0	281	290	143	190	2183	2950	
Community Meetings													2019 TOTALS	2018 TOTALS	
# of Meetings	0	0	0	1	1	2	1	0	1	1	0	1	8	0	
# of Hours	0	0	0	1	8	8.5	1	0	1	4	0	4	27.5	0	
Other Functions and Events													2019 TOTALS	2018 TOTALS	
# of Events	13	9	15	19	12	7	3	4	16	5	11	6	120	145	
# of Hours	17.5	11.5	25.5	27	38.5	13	4.5	5	56	5.5	19	10	233	379	
Training & Education	Ministry Training			Other Training & Education								(hours recorded above)		Hours	TOTALS
Board as a Whole															
Individual Board Members															
Andrea Blaustein	CAPG Webinar April CAPG Conference OAPSB Labour Seminar												1 28 12		
D. Deans	CAPG Webinar April OAPSB Spring Conference												1 24		
K. Elgi															
C. Meehan	OAPSB Spring Conference												24		
D. Nirman (14Feb19)	CAPG Webinar March OAPSB Spring Conference CAPG Conference OAPSB Labour Seminar												1 24 28 12		
S. Smallwood	CAPG Webinar January CAPG Webinar April CAPG Webinar June CAPG Webinar July CAPG Conference OAPSB Labour Seminar CAPG Webinar November												1 1 1 1 28 12 1		
S.Valiquet	CAPG Webinar January CAPG Webinar October												1 1		
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.															

Document 2

2019 BOARD WORK PLAN: YEAR-END STATUS

The Ottawa Police Services Board is responsible for the provision of adequate and effective police services in the municipality. For 2019, its work plan consisted of the responsibilities listed below. In addition to the tasks noted, the Board holds regular meetings each month except August.

**Unless stipulated otherwise, all responsibilities are held by the Board.*

KEY: X = scheduled month; √ = completion date (if line contains only an √, the item was completed on schedule)

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
<i>Establishing Expectations</i>													
1. Approve 2019 Calendar of Monitoring Requirements	√												
2. Approve 2019 Board Work Plan	√												
3. Receive 2019 Schedule of Conferences and CAPG Webinars	√												Linked to recommendation from 2017 Board Performance Evaluation.
4. Review Board Committee membership	√												
5. Onboarding/orientation of new Board members (ED)	√	√											
6. Review Board Procedure By-law (P&G and Board)													Delayed until 2020.
7. Prepare, with the assistance of the OPS, a strategic plan for the Service, which includes objectives, priorities, and			√										Linked to recommendation from 2017 Board Performance Evaluation.

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
core functions, as well as quantitative and qualitative performance objectives; also includes internal and external consultation (<i>P&G and Board</i>) a) Host a session to provide update on progress of plan.			√										
8. Participate in joint strategic planning sessions with the Executive Command			√										Board adopted an 18-month plan.
9. Recruit new Chief (<i>HR and Board</i>)	√	√	√	√	√	√	√	√					
10. Bargain a renewal collective agreement with Senior Officers' Association													Initial discussions have begun; ongoing.
11. Develop a Board crisis communications plan (<i>P&G</i>)													Partnering with the OPS on a joint strategy; ongoing.
12. Meet with targeted community partners as required (<i>P&G and Board</i>)						√							Meetings held throughout the year. Of note: Board held a public consult in June for Chief recruitment.
13. Hold Public Interest meetings in collaboration with OPS as required		√			√	√				√	√		Examples include Community Policing Forum; Police Week Events; TSRDCP/EDI Briefing; etc.
14. Schedule OPS presentations at Board meetings (<i>ED</i>)	√	√		√	√	√			√	√	√		Presentations held throughout the year on various topics.

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
15. Issue Board Quarterly Newsletter (<i>ED</i>)	√			X			√			X			A combined Spring/Summer issue was distributed in July. Fall/Winter issue in development.
16. Provide input into annual Audit Plan (<i>FAC and Board</i>)												√	A 3-year, 2019-2021 Audit Plan was approved by the Board; the plan is reviewed annually to ensure it remains current.
17. Provide input into the development of fiscal policies, objectives & priorities (<i>FAC</i>)						√			√				
18. Review annual budget for consistency with the OPS long range financial plans (<i>FAC</i>)						√			√				
19. Review annual budget development process and guidelines, & make recommendations for revisions. (<i>FAC</i>)						√			√				
20. Review and approve budget guidelines and timetable.									X	√			
21. Table draft Budget										X	√		
22. Review & approve OPS budget											√		

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Quality Assurance Unit, including compliance with Ministry standards. (FAC & Board)		√											
22. Receive annual report on Accessibility Plan	√												
23. Receive annual report on Human Rights and Racial Profiling Policy											X		Delayed to align with EDI Action Plan in Q1 2020.
24. Approve annual Audit Plan												√	A three-year audit plan was approved by the Board in December 2018. It is reviewed annually.
25. Receive annual report on Board Policy CR-7: Workforce Management:													
a) Promotion Process			√										
b) Non-Executive Succession Plan (incl. in Q4 Workforce Mgmt report)		X											
26. Receive annual report on Board Policy CR-6: Public Consultation									√				
27. Receive annual report on Executive Succession Planning		√											*Moved to February to align with cycle of performance reviews
28. Review performance of Chief, Deputy Chiefs and Director General												X	To be delayed until January as Board and Executive Command review process.

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
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 & Board</i>)												X	Delayed until January to align with EDI Action Plan.
Miscellaneous													
1. Attend OAPSB Conference – May 22-25					√								
2. Attend CAPG Conference – August 8-11								√					

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