

**Report to / Rapport au:**

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

**25 January 2021 / 25 janvier 2021**

**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: 2020 ANNUAL  
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE  
RENDEMENT DE LA COMMISSION – 2020**

**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 2020.

## 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 2020 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 2020 was:

Complaints Committee:	0
Finance & Audit Committee:	5
Human Resources Committee:	4
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 2020, it is estimated the Board Chair spent an average of 8 hours per week 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 2020 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. 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. 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 2020, the Board received educational presentations from OPS staff, Crime Stoppers, and other stakeholders at regular Board meetings on the following topics:

- Equity, Diversity and Inclusion
- Organizational Priorities and Changes
- Mental Health and Policing
- Sexual Violence and Harassment in the Workplace
- 2019 Annual Report
- Community Safety and Wellbeing Plan
- Budget

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 2020 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 2020 Activity and Training Report

Document 2: 2020 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 2020 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 2020.

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

<b>Ottawa Police Services Board 2020 Activity and Training Report</b>															
<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>2020 TOTALS</b>	<b>2019 TOTALS</b>	
# of Meetings	1	3	3	3	3	3	1	1	2	1	4	4	<b>29</b>	37	
# of Hours	2.25	5.5	6.5	3.25	5.25	7	7.75	2	5.5	5.5	20.58	7	<b>78.08</b>	65.5	
# of Agenda Items	26	24	7	25	20	12	29	3	26	19	26	9	<b>226</b>	235	
# of Pages of Material Reviewed	153	284	40	298	148	76	459	449	234	203	774	428	<b>3546</b>	2183	
<b>Community Meetings</b>													<b>2020 TOTALS</b>	<b>2019 TOTALS</b>	
# of Meetings	0	0	1	0	0	1	0	0	0	0	0	1	<b>3</b>	8	
# of Hours	0	0	1	0	0	1	0	0	0	0	0	4	<b>6</b>	27.5	
<b>Other Functions and Events</b>													<b>2020 TOTALS</b>	<b>2019 TOTALS</b>	
# of Events	7	7	7	5	6	10	9	4	10	17	14	7	<b>103</b>	120	
# of Hours	16	25.5	20.5	5	6.75	10.5	10.5	5.5	14	20.5	13.5	12.5	<b>160.75</b>	233	
<b>Training &amp; Education</b>	<b>Ministry Training</b>		<b>Other Training &amp; Education</b>									<b>(hours recorded above)</b>		<b>Hours</b>	<b>TOTALS</b>
Board as a Whole															
Individual Board Members															
D. Deans (Returned Sept. 2020)			Board Retreat/Visioning – Part A & B Budget Training									6 1.5	<b>7.5</b>		
B. Johnson (Joined June 2020)			CAPG Webinar July Training on Disciplinary Matters CAPG Webinar August Board Retreat/Visioning – Part A & B CAPG Conference Budget Training Forum on Police and Justice Reform Human Rights Learning Forum We Need To Talk; It's About Systemic Racism									1 2 1 6 11 1.5 2.5 4	<b>29</b>		



R. King (Joined October 2020)	CAPG Conference	11	<b>20.5</b>
	Budget Training	1.5	
	CAPG Webinar November	1.5	
	Forum on Police and Justice Reform	2.5	
	Human Rights Learning Forum We Need To Talk; It's About Systemic Racism	4	
C. Meehan	Board training w/ Ministry Advisor	3	<b>12.5</b>
	Training on Disciplinary Matters	2	
	Board Retreat/Visioning – Part A & B	6	
	Budget Training	1.5	
D. Nirman	CAPG Webinar January	1	<b>45.5</b>
	CAPG Governance Summit February	8	
	Authentic Inclusion Training	8	
	Board training w/ Ministry Advisor	3	
	CAPG Webinar May	1	
	Training on Disciplinary Matters	2	
	Board Retreat/Visioning – Part A & B	6	
	CAPG Conference	11	
	Budget Training	1.5	
	CAPG Webinar November	1.5	
Forum on Police and Justice Reform	2.5		
S. Smallwood	CAPG Webinar January	1	<b>47.5</b>
	CAPG Webinar February	1	
	CAPG Governance Summit	8	
	Board training w/ Ministry Advisor	3	
	CAPG Webinar April	1	
	CAPG Webinar June	1	
	CAPG Webinar July	1	
	Training on Disciplinary Matters	2	
	CAPG Webinar August	1	
	Board Retreat/Visioning – Part A & B	6	
	CAPG Conference	11	
	Budget Training	1.5	
	CAPG Webinar November	1.5	
	Forum on Police and Justice Reform	2.5	
	CAPG Webinar December	0.5	
Human Rights Learning Forum We Need To Talk; It's About Systemic Racism	4		
CAPG Webinar December	1.5		

R. Swaita (Joined March 2020)	Board training w/ Ministry Advisor CAPG Webinar April CAPG Webinar May Training on Disciplinary Matters Board Retreat/Visioning – Part A & B CAPG Conference Budget Training	3 1 1 2 6 11 1.5	<b>25.5</b>
S.Valiquet (left May 2020)	CAPG January Webinar Authentic Inclusion Training Board training w/ Ministry Advisor	1 8 3	<b>12</b>
J. Watson (left Oct. 2020)		0	<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 12 hours/month on Board work.**

## Document 2

### 2020 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 2020, its work plan consisted of the responsibilities listed below. In addition to the tasks noted, the Board held regular meetings each month except March, August, and December.

Of note for 2020, due to the ongoing global pandemic, in person meetings were halted in March. The Board therefore held all of its meetings virtually. Three new Board members were onboarded in 2020, and a new Board Assistant was hired at the end of September 2020.

*\*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
<b><i>Establishing Expectations</i></b>													
1. Approve 2020 Calendar of Monitoring Requirements	√												
2. Approve 2021 Board Work Plan												X	No mtg in Dec; deferred to Jan 2021.
3. Receive 2020 Schedule of Conferences and CAPG Webinars	√												
4. Review Board Committee membership	√								√				
5. Onboarding/orientation of new Board members (ED)	X		√		X	√				√			Onboarding corresponds with appointment dates.
6. Review Board Procedure By-law (ED, P&G and Board)													Deferred to 2021.

<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>
7. Create new Performance Evaluation Framework for Executive Command and ED ( <i>HR and Board</i> )													In process.
8. Review False Alarm Reduction Bylaw ( <i>P&amp;G and Board</i> )													Deferred to 2021.
9. Review Board Policies – Chapter 1 ( <i>ED, P&amp;G and Board</i> )													Deferred to 2021.
10. Arrange Board training opportunity(ies) ( <i>ED</i> )				√				√	√		√		
11. Prepare, with the assistance of the OPS, 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 a session to provide update on progress of plan.										X	X	X	As an interim solution during the pandemic, the Board decided to extend/adjust the existing 2019/2020 Strategic Direction. While some work has taken place (i.e. environmental scan, public survey) this work will continue into 2021, with P&G and the Board revisiting its approach to its strategic planning.
12. Participate in joint strategic planning sessions with the Executive Command										X	X	X	Deferred to 2021.
13. Bargain a renewal collective agreement with Senior Officers' Association	X	X	X										Dates to be set in Q1 2021.

<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>
14. Develop a Board crisis communications plan (P&G)													Deferred to 2021. Partnering w/ OPS on a joint plan.
15. Meet with targeted community partners as required (Chair, P&G and Board)													Board members met with various community partners throughout the year, mainly virtually due to the ongoing pandemic.
16. Hold Public Interest meetings in collaboration with OPS as required													In person meetings were not possible for the majority of the year due to the pandemic.
17. Schedule OPS presentations at Board meetings (ED)	√	√			√		√		√	√			The Board received presentations at most monthly Board meetings on various topics, such as hiring, the EDI Action Plan, outreach and recruitment, Crime Stoppers, etc.
18. Issue Board Quarterly Newsletter (ED)		X			X			X			X		The newsletter was put on hold for 2020 due to staffing shortages. The ED is currently exploring an updated, web-based, accessible version to be launched in Q1

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
													2021.
19. Provide input into annual Audit Plan ( <i>FAC and Board</i> )												X	A 3-year, 2019-2021 Audit was previously approved. The plan is reviewed annually. There was no meeting in Dec. Deferred to 2021.
20. Provide input into the development of fiscal policies, objectives & priorities ( <i>FAC</i> )						√			√				
21. Review annual budget for consistency with the OPS long range financial plans ( <i>FAC</i> )						√			√				
22. Review annual budget development process and guidelines & make recommendations for revisions ( <i>FAC</i> )						√			√				
23. Review and approve budget guidelines and timetable									X	√			Delay due to alignment with City timelines.
24. Table draft Budget											√		
25. Review & approve OPS budget											√		

<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>
26. Develop 2021 Board work plan (P&G)												X	Deferred to Jan 2021.
27. Bargain a renewal collective agreement with Ottawa Police Association	X	X	X										Dates set in Q1 2021.
28. Submit Accessibility Compliance Report (ED)													Public sector organizations are required to submit this report every two years. Due next in 2021.
<b>Evaluating &amp; Monitoring Performance</b>													
1. Track activities of Board (ED)	√	√	√	√	√	√	√	√	√	√	√	√	
2. Report on 2019 Board Activities, Training & Performance (ED)	√												
3. Board to meet with individual members of Executive Command re: performance evaluation.		√								√		X	2019 reviews completed in Feb; Mid-point check-ins completed in Oct; 2020 performance evaluation deferred to Q1 2021 in order to complete new framework.
4. Performance evaluation for ED (HR)												X	Deferred to Jan 2021.
5. Review remuneration for Executive positions		√											
6. Review performance in achieving Strategic Plan (semi-annual)	√				√		√						







<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>
Planning													
28. Review annual report on Board discretionary funding												X	No mtg in Dec; deferred to Jan 2021.
29. Receive annual report on Secondary Activities	√												
30. Receive annual report on Equitable Work Environment ( <i>HR &amp; Board</i> )												X	No mtg in Dec; deferred to Jan 2021 .
<b>Miscellaneous</b>													
1. Attend OAPSB Conference – May 27-30					X								Cancelled due to pandemic.
2. Attend CAPG Conference – August 20-23								X		√	√		Virtual format; dates postponed from Aug.
3. Attend OAPSB Fall Labour Seminar – November 12-13											√		Virtual format.

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