

Report to / Rapport au:

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

24 January 2022 / 24 janvier 2022

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: 2021 ANNUAL
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE
RENDEMENT DE LA COMMISSION – 2021**

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 2021.

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 2021 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 2021 was:

| | |
|--------------------------------|---|
| Complaints Committee: | 1 |
| Finance & Audit Committee: | 4 |
| Human Resources Committee: | 3 |
| 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. In 2021, it is estimated the Board Chair spent an average of 10 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 2021 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: D. Deans, B. Johnson, R. King, C. Meehan, D. Nirman, L.A. Smallwood, and R. Swaita.

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 2021, 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
- Special Constable Program
- Member Wellness
- Gun Violence
- De-escalation Training
- Canada Day
- Mental Health and Policing
- Sexual Violence and Harassment in the Workplace
- 2021 Annual Report
- 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 2021 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 carried over and added to the 2022 work plan (for more information on items which have not been completed, please consult Document 2):

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

- #4 – Review Board Committee membership
- #6 – Review Board Procedure By-law
- #8 – Review False Alarm Reduction Bylaw (P&G and Board)
- #9 – Review Board Policies – Chapter 1, 2, 3 and Confidential Policies (ED, P&G and Board)
- #12 - 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 (*P&G and Board*). Host session(s) to provide update(s) on progress of plan
- #13 - Hold joint strategic planning sessions with the Executive Command
- #15 - Develop a Board crisis communications plan (*P&G*)
- #16 - Develop a framework for donation requests to supplement the Board's Discretionary Fund Policy (*FAC*)
- #18 - Engage with the Ottawa Aboriginal Coalition and other potential indigenous groups or individuals and work to identify calls of action within the Truth and Reconciliation Commission (TRC) that apply to both OPSB and OPS and report back to the Board with an action plan that will implement these findings (*P&G*)
- #22 – Issue Board Quarterly Newsletter
- #25 - Establish terms of reference for a Community Partnership Fund (*P&G*)

- #32 – Develop 2022 Board work plan (P&G)

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

- #4 – Board Performance Self-Evaluation
- #5 – Performance evaluation for ED (HR)
- #24 - Receive annual report on Human Rights and Racial Profiling Policy
- #25 – Provide Input into and approve annual Audit Plan
- #26 b) Non-Executive Succession Plan (incl. In Q4 Workforce Mgmt report)
- #31 - Receive annual report on Equitable Work Environment (HR & Board)
- #33 - Review final report from Rubin Thomlinson on pilot

The following tasks were started in 2021 however not completed; as such, they have also been carried over and added to the Board’s 2022 work plan:

- #7 – Create new Performance Evaluation Framework for the Executive Command and ED (HR and Board)
- #10 – Review, update, and potentially create Board policies applicable to de-escalation, use of force and non-force options, and/or other tactical deployment strategies, including but not limited to dynamic entries (*P&G*)
- #14 - Bargain a renewal collective agreement with Senior Officers’ Association
- #17 - Hire a third party to establish a mediation process with the Ottawa community, specifically those that identify as BIPOC)

CONSULTATION

Consultation was not applicable.

FINANCIAL IMPLICATIONS

There are no costs associated with this report.

SUPPORTING DOCUMENTATION

Document 1: Ottawa Police Services Board 2021 Activity and Training Report

Document 2: 2021 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 2021 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 2021.

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 2021 Activity and Training Report

| Board and Committee Meetings | | | | | | | | | | | | | 2021 | 2020 |
|---------------------------------|-------------------|-------|-----|------|---|-------|------|------|------------------------|-------|------|------|-------------------------------|--------|
| | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | TOTALS | TOTALS |
| # of Meetings | 3 | 2 | 1 | 3 | 2 | 1 | 2 | 1 | 1 | 2 | 4 | 2 | 24 | 29 |
| # of Hours | 10 | 7.25 | 7.5 | 8.75 | 8.5 | 5 | 8.75 | 3.25 | 6.1 | 8.8 | 18.5 | 4.25 | 96.65 | 78.08 |
| # of Agenda Items | 29 | 27 | 24 | 30 | 34 | 16 | 32 | 4 | 24 | 28 | 21 | 12 | 281 | 226 |
| # of Pages of Material Reviewed | 551 | 194 | 268 | 373 | 217 | 137 | 479 | 52 | 171 | 754 | 266 | 139 | 3601 | 3546 |
| Community Meetings | | | | | | | | | | | | | 2021 | 2020 |
| | | | | | | | | | | | | | TOTALS | TOTALS |
| # of Meetings | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 2 | 0 | 5 | 3 |
| # of Hours | 0 | 0 | 0 | 0 | 1 | 0.5 | 0 | 0 | 0 | 0 | 3 | 0 | 4.5 | 6 |
| Other Functions and Events | | | | | | | | | | | | | 2021 | 2020 |
| | | | | | | | | | | | | | TOTALS | TOTALS |
| # of Events | 16 | 19 | 21 | 21 | 22 | 11 | 11 | 3 | 11 | 12 | 10 | 2 | 159 | 103 |
| # of Hours | 17.5 | 36.75 | 48 | 39 | 39.75 | 10.25 | 22.5 | 2.5 | 19.5 | 24.25 | 12.5 | 2 | 274.5 | 160.75 |
| Training & Education | Ministry Training | | | | Other Training & Education | | | | (hours recorded above) | | | | Hours | TOTALS |
| Board as a Whole | | | | | | | | | | | | | | |
| Individual Board Members | | | | | | | | | | | | | | |
| D. Deans | | | | | CAPG Webinar January Future of Policing Virtual Event January CAPG Webinar April CAPG Governance Summit April CAPG Governance Summit #2 June CAPG Conference September | | | | | | | | 1 2.5 1 4 4 11 | 23.5 |

| | | | | |
|------------|--|---|-----|-------------|
| B. Johnson | | CAPG Webinar January | 1 | |
| | | Future of Policing Virtual Event January | 2.5 | |
| | | Panel Discussion - Defund the Police - February | 1.5 | |
| | | CAPG Webinar March | 1 | |
| | | CAPG Webinar April | 1 | |
| | | CAPG Governance Summit April | 4 | |
| | | Crime Prevention Ottawa Webinar May #2 CAHOOTS | 1 | |
| | | CAPG Governance Summit #2 June | 4 | |
| | | CAPG Webinar July | 1 | |
| | | CAPG Webinar August | 1 | |
| | | CAPG Webinar September | 1 | |
| | | CAPG Conference September | 11 | |
| | | CAPG Governance Summit November | 3.5 | 33.5 |
| R. King | | CAPG Webinar January | 1 | |
| | | CAPG Webinar February | 1 | |
| | | Panel Discussion - Defund the Police - February | 1.5 | |
| | | CAPG Webinar March | 1 | |
| | | CAPG Webinar April | 1 | |
| | | CAPG Governance Summit April | 4 | |
| | | CAPG Webinar May | 1 | |
| | | CAPG Webinar July | 1 | |
| | | CAPG Webinar August | 1 | |
| | | CAPG Webinar November | 1 | |
| | | CAPG Webinar December | 1 | 14.5 |
| C. Meehan | | CAPG Webinar April | 1 | |
| | | CAPG Webinar May | 1 | |
| | | CAPG Webinar December | 1 | 3 |
| D. Nirman | | Future of Policing Virtual Event January | 2.5 | |
| | | CAPG Webinar April | 1 | |
| | | CAPG Governance Summit April | 4 | |
| | | CAPG Governance Summit #2 June | 4 | |
| | | CAPG Webinar July | 1 | |
| | | CAPG Conference September | 11 | |
| | | OAPSB Labour Seminar - November | 7 | 30.5 |

| | | | |
|--------------|--|-----|-----------|
| S. Smallwood | CAPG Webinar January | 1 | |
| | Future of Policing Virtual Event January | 2.5 | |
| | CAPG Webinar February | 1 | |
| | Panel Discussion - Defund the Police - February | 1.5 | |
| | CAPG Webinar March | 1 | |
| | CAPG Webinar April | 1 | |
| | CAPG Governance Summit April | 4 | |
| | Crime Prevention Ottawa Webinar May #1 Responding to MH Crises | 1 | |
| | Crime Prevention Ottawa Webinar May #2 CAHOOTS | 1 | |
| | CAPG Law of Policing Conference May | 6 | |
| | CAPG Webinar May | 1 | |
| | CAPG Governance Summit #2 June | 4 | |
| | CAPG Webinar July | 1 | |
| | CAPG Webinar August | 1 | |
| | CAPG Webinar September | 1 | |
| | Crime Prevention Ottawa September Webinar | 1 | |
| | CAPG Conference September | 11 | |
| | Crime Prevention Ottawa October Webinar | 1 | |
| | OAPSB Labour Seminar - November | 7 | 48 |
| R. Swaita | Crime Prevention Ottawa Webinar May #2 CAHOOTS | 1 | |
| | CAPG Conference September | 11 | 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.

[illegible]

[illegible]

| RESPONSIBILITIES | Jan. | Feb. | Mar | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Notes |
|---|------|------|-----|-------|-----|------|------|------|-------|------|------|------|---|
| quantitative and qualitative performance objectives; also includes internal and external consultation (<i>P&G and Board</i>) a) Host session(s) to provide update(s) on progress of plan. | | | | | | | | | | | | | |
| 13. Hold joint strategic planning sessions with the Executive Command | | | | | | | | | | | | | Delayed to 2022. |
| 14. Bargain a renewal collective agreement with Senior Officers' Association | - | - | - | - | - | - | - | - | - | - | - | - | Negotiations are ongoing. |
| 15. Develop a Board crisis communications plan (<i>P&G</i>) | | | | | | | | | | | | | Delayed to 2022. Partnering w/ OPS on a joint strategy. |
| 16. Develop a framework for donation requests to supplement the Board's Discretionary Fund Policy (<i>FAC</i>) | | | | | | | | | | | | | Delayed to 2022. |
| 17. Hire a third party to establish a mediation process with the Ottawa community, specifically those that identify as BIPOC) | X | X | X | | - | - | - | - | - | - | - | - | Nov 2020 motion. A firm was hired in May and work is ongoing. The final report is expected to come forward in Q1 of 2022. |
| 18. Engage with the Ottawa Aboriginal Coalition and other potential indigenous groups or individuals and work to identify calls of action within the Truth and Reconciliation Commission (TRC) that apply to both OPSB and OPS and report back to the Board with an action plan that will | | | | | | | | | | | | | Oct 2020 motion. Delayed to 2022. |

| RESPONSIBILITIES | Jan. | Feb. | Mar | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Notes |
|---|------|------|-----|-------|-----|------|------|------|-------|------|------|------|--|
| implement these findings (P&G) | | | | | | | | | | | | | |
| 19. Meet with targeted community partners as required (<i>Chair, P&G and Board</i>) | - | - | - | - | - | - | - | - | - | - | - | - | Some virtual meetings took place throughout the year. |
| 20. Hold Public Interest meetings in collaboration with OPS as required | | | | | | | | | √ | | | | A consultation session was held in September on the budget. There has also been increased public participation at meetings of the Board. |
| 21. Schedule OPS presentations at Board meetings (<i>ED</i>) | - | - | - | - | - | - | - | - | - | - | - | - | Presentations were provided on various topics throughout the year. |
| 22. Issue Board Quarterly Newsletter (<i>ED</i>) | | | X | | | X | | | X | | | X | Newsletter on hold. Board staff looking into new e-newsletter format to improve accessibility. |
| 23. Provide input into annual Audit Plan (<i>FAC and Board</i>) | | | | | | | | | | | | X | A 3-year, 2019-2021 Audit was approved. The plan is reviewed annually. A new plan is coming forward to the FAC/Board in January 2022. |
| 24. Establish a working group to determine how the 2022 OPS budget can be reduced or frozen at 2021 levels (<i>FAC</i>) | | √ | | | | | | | | | | | Nov 2020 motion |
| 25. Establish terms of reference for a Community Partnership Fund (<i>P&G</i>) | X | X | X | | | | | | | | | | Nov 2020 motion. Work on this motion has been put on |

[illegible]

| RESPONSIBILITIES | Jan. | Feb. | Mar | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Notes |
|---|------|------|-----|-------|-----|------|------|------|-------|------|------|------|---|
| 32. Develop 2022 Board work plan (P&G) | | | | | | | | | | | | X | Delayed to January 2022. |
| 33. Bargain a renewal collective agreement with Ottawa Police Association | X | X | X | | | | | | | √ | | | Arbitration award issued in October. |
| 34. Submit Accessibility Compliance Report (ED) | | | | | | | | | | | | √ | Public sector organizations are required to submit this report every two years. |
| 35. Submit annual report on use of urgent demands for records pertaining to missing persons investigations, to Ministry. (ED) | | X | √ | | | | | | | | | | |
| Evaluating & Monitoring Performance | | | | | | | | | | | | | |
| 1. Track activities of Board (ED) | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | |
| 2. Report on 2020 Board Activities, Training & Performance (ED) | √ | | | | | | | | | | | | |
| 3. Board to meet with individual members of Executive Command re: performance evaluation. | X | X | | | | √ | √ | | | | √ | X | 2020 performance evaluation was delayed due to the creation of a new framework. Less formal check-ins were held as an interim solution. |
| 4. Board Performance Self-Evaluation | | | | | | | | X | X | | | | Formal evaluation delayed to 2022. |
| 5. Performance evaluation for ED (HR) | √ | | | | | X | | | | | | X | No mid-point check-in occurred. Final annual evaluation targeted for January 2022. |

| RESPONSIBILITIES | Jan. | Feb. | Mar | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Notes |
|---|------|------|-----|-------|-----|------|------|------|-------|------|------|------|---|
| 6. Review remuneration for Executive positions | X | X | X | | | √ | √ | | | | | | |
| 7. Review performance in achieving Strategic Plan (semi-annual) | X | | | | | √ | X | | | | | | Initial update was delayed until June. No second update occurred in 2021. |
| 8. Review annual report on Public Rewards | √ | | | | | | | | | | | | |
| 9. Review Workplace Accidents and Injuries: 2020 Annual Report | | | X | √ | | | | | | | | | |
| 10. Review activities of Police Service through Annual Report (incl. Use of Force & Asset Management) | | | | | | X | √ | | | | | | |
| 11. Receive quarterly reports on the administration of the complaints system. | | | | √ | | | √ | | | √ | | | |
| 12. Review 2020 annual report on administration of the complaints system through Annual Report | | | | | | X | √ | | | | | | |
| 13. Receive quarterly reports on the finances of the organization. | | | | X | √ | | √ | | | X | √ | | |
| 14. Review 2020 annual Financial Status report | | | √ | X | | | | | | | | | |
| 15. Review quarterly reports on Legal Services | X | √ | | √ | | | √ | | | √ | | | |
| 16. Review quarterly reports on Labour Relations (In Camera) | √ | | | √ | | | √ | | | √ | | | |
| 17. Review quarterly reports on Workforce Management | | √ | | X | √ | | X | | √ | X | √ | | |
| 18. Receive quarterly reports on Board Monitoring Requirements | √ | | | √ | | | √ | | | √ | | | |
| 19. Review quarterly reports on OPS performance | | √ | | | √ | | | | √ | | √ | | |

[illegible]

| 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 to January 2022. |
| 32. Review consultation plan for mental health strategy | √ | | | | | | | | | | | | |
| 33. Review final report from Rubin Thomlinson on pilot | | | | | | | | | - | - | - | - | The Board reviewed the draft Assessment Report in September however the final report is expected to be released in January 2022. |
| 34. Review OPS plan for deployment model for community police | | | | | | | | | | | | | There were no new growth hires in 2021. |
| Miscellaneous | | | | | | | | | | | | | |
| 1. Attend OAPSB Conference | | | | | √ | | | | | | | | |
| 2. Attend CAPG Conference | | | | | | | | | √ | | | | |
| 3. Attend OAPSB Fall Labour Seminar | | | | | | | | | | | √ | | |

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