

OTTAWA POLICE SERVICES BOARD REPORT 8

COMMISSION DE SERVICES POLICIERS D'OTTAWA RAPPORT 8

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**TO THE COUNCIL OF THE CITY OF OTTAWA**

**AU CONSEIL DE LA VILLE D'OTTAWA**

**14 FEBRUARY 2018**

**LE 14 FEVRIER 2018**

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The **OTTAWA POLICE SERVICES BOARD** met on **29 JANUARY 2018** and submits the item contained in this report for **the information** of Council at its meeting of **14 FEBRUARY 2018**.

La **COMMISSION DE SERVICES POLICIERS D'OTTAWA** s'est réuni le **29 JANVIER 2018** et soumet ce rapport **pour information** par le Conseil lors de sa réunion du **14 FEVRIER 2018**.

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PRESENT / PRÉSENCES :

Board Members / Membres de la commission:

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

SUBJECT: BOARD ACTIVITY, TRAINING & PERFORMANCE:  
2017 ANNUAL REPORT

OBJET : RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE  
RENDEMENT DE LA COMMISSION DE SERVICES POLICIERS – 2017

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	ACS2018-CCS-PSB-0001		ACS2018-CCS-PSB-0001

1. BOARD ACTIVITY, TRAINING & PERFORMANCE: 2017  
RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE  
RENDEMENT DE LA COMMISSION DE SERVICES POLICIERS – 2017

#### **BOARD RECOMMENDATION**

**That Council receive this report for information.**

#### **RECOMMANDATION DE LA COMMISSION**

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

#### **SUPPORTING DOCUMENTATION**

Document 1: Executive Director's report dated 29 January 2018.

Document 2: Extract from Draft Minute, 29 January 2018

**Report to / Rapport au:**

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

**29 January 2018 / 29 janvier 2018**

**Submitted by / Soumis par:**

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

**Contact Person / Personne ressource:**

**Krista Ferraro, Executive Director / Directrice exécutive  
Krista.Ferraro@ottawa.ca**

**SUBJECT: BOARD ACTIVITY, TRAINING & PERFORMANCE: 2017 ANNUAL  
REPORT**

**OBJET: RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE  
RENDEMENT DE LA COMMISSION – 2017**

**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 2017.

### **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 2017 activity are contained in Document 1.

#### 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), Service Initiative (SI) Community Advisory Group
- 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.

## 2. 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 2017 was:

Complaints Committee:	1
Finance & Audit Committee:	5
Human Resources Committee:	3
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. The Board Chair estimated that in 2017 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 2017 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: 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 2017 the Board received educational presentations from OPS staff or Crime Prevention Ottawa at regular Board meetings on the following topics:

- OPS Facilities Strategic Plan Update 1 (2017-2033)
- 2017 – 2018 Annual Internal Audit Plan
- Recruitment and Diversity
- South Campus Master Plan
- 2018 Draft Operating and Capital Budgets
- OPS Gender Equality Audit
- Gender Project - Phase III.

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 2017 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 2018 work plan:

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

- #9 – Develop a Board crisis communications plan.
- #10 – Review existing communications policies, protocols and procedures.
- #11 – Meet with targeted community partners as required, including COMPAC, YAC, and GLBT Liaison Committee.



- #22 – Develop 2018 Board work plan.

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

- #6 – Ministry Inspection of Major Case Management.
- #26 – Receive annual report on Executive Succession Planning.

In addition to the tasks contained in the 2017 work plan, the Board also co-hosted: Stakeholder Session on Multi-Year Action Plan for Bias Neutral Policing.

### **CONSULTATION**

Consultation was not applicable.

### **FINANCIAL IMPLICATIONS**

There are no costs associated with this report.

### **SUPPORTING DOCUMENTATION**

Document 1: Ottawa Police Services Board 2017 Activity and Training Report

Document 2: 2017 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 2017 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 2017.

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

## Document 1

<b>Ottawa Police Services Board 2017 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>2017 TOTALS</b>	<b>2016 TOTALS</b>	
# of Meetings	1	3	2	2	3	3	1	0	4	2	4	0	<b>25</b>	27	
# of Hours	1.15	3.1	2.5	2.75	5.75	3.75	1.15	0	6.75	2.5	7.25	1	<b>37.65</b>	48.85	
# of Agenda Items	16	18	13	24	23	21	11	0	27	15	16	0	<b>184</b>	217	
# of Pages of Material Reviewed	114	292	140	196	527	341	95	0	512	165	1346	32	<b>3760</b>	3874	
<b>Community Meetings</b>													<b>2017 TOTALS</b>	<b>2016 TOTALS</b>	
# of Meetings	1	0	0	0	0	0	1	0	0	0	0	0	<b>2</b>	1	
# of Hours	1.5	0	0	0	0	0	3	0	0	0	0	0	<b>4.5</b>	3	
<b>Other Functions and Events</b>													<b>2017 TOTALS</b>	<b>2016 TOTALS</b>	
# of Events	6	11	6	9	17	6	7	0	9	8	11	0	<b>90</b>	148	
# of Hours	21	38	21	36	56	41	58	0	33.5	53	56	0	<b>413.5</b>	470.35	
<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	none offered														
Individual Board Members	none offered														
Jim Durrell															
E. El-Chantiry			OAPSB Conference, Blue Mountain, 22-24 June 2017									17.5			
			CAPG Conference, Montreal, 13-16 July 2017									32			
			OAPSB Fall Seminar, Toronto, 15-17 November 2017									24		<b>73.5</b>	
A. Hubley			CAPG Conference, Montreal, 13-16 July 2017									32		<b>32</b>	
S. Smallwood			OAPSB Conference, Blue Mountain, 22-24 June 2017									17.5			
			CAPG Conference, Montreal, 13-16 July 2017									32			
			CAPG Fall Retreat, Ottawa, 27-29 October 2017									23		<b>72.5</b>	
C. Nicholson															
T. Tierney															
S. Valiquet			CAPG Conference, Montreal, 13-16 July 2017									32		<b>32</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

### 2017 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 2017, its work plan consists of the responsibilities listed below. In addition to the tasks noted, the Board holds regular meetings each month except August.

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>ESTABLISHING EXPECTATIONS</b>													
1. Approve 2017 Calendar of Monitoring Requirements	√												
2. Approve 2017 Board Work Plan (P&G)	√												
3. Review Board Committee membership (P&G)	√												
4. Board Performance Evaluation			X	X				√	√				P&G Committee deferred evaluation; completed in-house.
5. Review Province's Proposed Changes to Police Services Act to determine what Actions				X	X						√	√	Bill 175, Safer Ontario Act, had its first reading

<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>
May Be Required (P&G)													November 2.
6. Review Recommendations Of Justice Tulloch's review of police oversight bodies (P&G)				√	√								
7. Review Of Board Policies: Chapters 1, 2 and 4, and some Chapter 3 policies (P&G)	√	√											Delayed from previous year.
8. Traffic Stop Race Data Collection – Public Consultation On action plan (P&G)		X					√						Stakeholder Session held on Multi-Year Action Plan for Bias Neutral Policing
9. Develop a Board crisis communications plan (P&G)					X	X							Deferred to 2018.
10. Review existing board communications policies, protocols, procedures (P&G)					X	X							Deferred to 2018.
11. Meet with Targeted community partners as required, including COMPAC, YAC, and GLBT Liaison													Some informal meetings held however specific

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Committee (P&G or Board)													dates to be scheduled in 2018 with specified groups.
12. Hold Public Interest Meetings in collaboration with OPS as required							√						Stakeholder Session on Multi-Year Action Plan for Bias Neutral Policing
13. Schedule OPS presentations at Board meetings					√	√			√	√	√		
14. Issue Board Quarterly Newsletter			√			X			X	√		X	A combined summer/fall issue was distributed in October; winter issue to be distributed in early January.
15. Provide input into annual Audit Plan (FAC)				X		√							
16. Provide input into the development of fiscal policies, objectives &						X			√				



<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>
4. Review performance in achieving Business Plan (semi-annual)	X	√					√						
5. Review annual report on Public Rewards	√												
6. Ministry Inspection of Major Case Management													Deferred to 2018 by Province.
7. Review Workplace Accidents and Injuries: 2016 Annual Report			X	√									
8. Review activities of Police Service through Annual Report (incl. Use of Force & Asset Management)				X		√							
9. Receive quarterly reports on the administration of the complaints system.				√			√			√			
10. Review 2016 annual report on administration of the complaints system.				X		√							Received as part of Annual Report.
11. Receive quarterly reports on the finances of the organization.				X	√		X		√	X	√		
12. Review 2016 annual Financial Status report				X	√								
13. Review quarterly reports on Legal Services	√	X		√			√			√			

<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. Review quarterly reports on Labour Relations (In Camera)	√			√		√	X			√			
15. Review Quarterly Reports on Workforce Management		√		X	√		X		√	X	√		
16. Receive quarterly reports on Board Monitoring Requirements	√			√			√			√			
17. Review quarterly reports on OPS performance	√			√			√			√			
18. Receive annual report on Appointments made under Interprovincial Policing Act	√												
19. Receive annual report on Board Policy CR-1: Positive Workplace		√											
20. Receive annual report on Quality Assurance Unit, including compliance with Ministry standards.		X		√									
21. Receive annual report on Accessibility Plan	√	X											
22. Receive annual report on Human Rights and Racial Profiling Policy											√		
23. Approve annual Audit Plan					X		√						





RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
<b>MISCELLANEOUS</b>													
1. Board ED Transition	√	√	√										
2. Collective bargaining with OPA		√	√	√	√								
3. Attend OAPSB Conference – June 21-24						√							
4. Attend CAPG Conference –July 13-16							√						

**Document 2**

OTTAWA POLICE SERVICES BOARD  
EXTRACT OF DRAFT MINUTES 41  
29 JANUARY 2018

7. POLICE SERVICES BOARD ACTIVITY, TRAINING AND PERFORMANCE –  
2017 ANNUAL REPORT

Executive Director's report

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**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