



**OTTAWA POLICE SERVICES BOARD REPORT 1**  
**COMMISSION DE SERVICES POLICIERS D'OTTAWA - RAPPORT 1**

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**TO THE COUNCIL OF THE CITY OF OTTAWA**  
**AU CONSEIL DE LA VILLE D'OTTAWA**

**9 FEBRUARY 2011**  
**9 FÉVRIER 2011**

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The **POLICE SERVICES BOARD** met on **24 JANUARY 2011** and submits the items contained in this Report for the information and/or approval of Council at its meeting of **9 February 2011**.

La **COMMISSION DE SERVICES POLICIERS** s'est réuni le **24 JANVIER 2011** et soumet les articles du présent rapport au Conseil pour information et/ou approbation lors de sa réunion du **9 FÉVRIER 2011**.

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**PRESENT / PRESENCES :**

Chair / président:	<u>24 Jan. 11</u> E. El-Chantiry
Members / Membres:	D. Guilmet-Harris H. Jensen J. Harder J. MacEwen C. Nicholson J. Watson

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**1. POLICE SERVICES BOARD ACTIVITY, TRAINING AND PERFORMANCE – 2010  
ANNUAL REPORT**

**RAPPORT ANNUEL SUR LES ACTIVITÉS, LA FORMATION ET LE  
RENDEMENT DE LA COMMISSION DE SERVICES POLICIERS - 2010**

**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.**

**DOCUMENTATION**

1. Executive Director's report dated 19 January 2011.
2. Extract of draft Minute, 24 January 2011 is attached.



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

*Working together for a safer community  
La sécurité de notre communauté, un travail d'équipe*

**REPORT  
RAPPORT**

DATE 19 January 2011

TO/DEST. Chair and Members, Ottawa Police Services Board

FROM/EXP. Executive Director, Ottawa Police Services Board

SUBJECT/OBJET **POLICE SERVICES BOARD ACTIVITY, TRAINING AND  
PERFORMANCE – 2010 ANNUAL REPORT**

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**RECOMMENDATION**

**That the Ottawa Police Services Board receive this report and forward it to City Council for 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.*

In March 2007 the first annual report on Board Activity and Training covering the period 1 January to 31 December 2006 was submitted to the Board 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. In 2007 and 2008 reviews of the Board's performance consisted of measuring the Board's achievements against its work plan for those years. In 2009, another comprehensive, formal evaluation was undertaken and in 2010, performance was once again measured by what was accomplished from the Board's work plan. The Policy & Governance Committee takes the lead in conducting these reviews.

This report and the data contained in Annex A constitute the fifth annual report on the Police Services Board's Activity, Training and Performance, covering the period from 1 January to 31 December 2010. Also contained in this report is an overview of the Board's recent performance evaluation conducted by the Policy & Governance Committee.

## **BOARD ACTIVITY**

In 2006 the Board approved the following activity indicators to be tracked throughout the year and reported on in the annual report:

### **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 (OAPSB Board of Directors, Big 12 boards, meetings with city or provincial officials); collective bargaining and other meetings related to labour relations; Ottawa Police Association functions; Senior Officers' Association functions; 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 and the Finance & Audit Committee are both required to meet a minimum of four times a year, while the Complaints Committee and Human Resources Committee meet on an as required basis. The number of times the committees met in 2010 was:

Complaints Committee:	1
Finance & Audit Committee:	2
Human Resources Committee:	4
Policy & Governance Committee:	4.

The Finance & Audit Committee did not meet throughout the fall as it normally does because of the delay in the budget process and changes in Board membership due to the municipal election.

### Additional Workload for Board Chair

The indicators tracked and reported on in Annex A do not reflect the additional time the Chair of the Board spends dealing with emails and phone calls on matters related to the work of the Board outside of meetings. The Board Chair estimated that in 2010 an average of 12 hours per week was spent on emails, phone calls and media inquiries. Meetings attended by the Board Chair are captured in the statistics for "other functions and events" contained in Annex A.

### 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, which is attached at Annex B. Statistics for training in 2010 are contained in Annex A.

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 for that year. In 2010, one new member joined the Board in mid-September, and two members joined in mid-December. Ministry training has not yet been offered to these members, but they have all participated in a two-hour orientation briefing delivered by the Board Solicitor and Executive Director. This training is captured in Annex A.

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 on 1 February 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 their form for 2011, thereby signifying their review of the Code and their re-commitment to it: E. El-Chantiry, D. Guilmet-Harris, J. Harder, H. Jensen, J. MacEwen, C. Nicholson and J. Watson.

### Board Training as a Whole

On 20 January 2010 the Board was invited to attend a presentation by Professor David Tanovich, Director, Law Enforcement and Accountability Project, University of Windsor, on the subject of Racial Profiling. The Board also hosted two Public Interest Meetings that were learning opportunities for Board members as well as the public. The subjects covered by the special meetings in 2010 were: Child and Youth Mental Health; and Racial Profiling.

## BOARD PERFORMANCE

### 2010 Work Plan Achievements

The Policy & Governance Committee measured the Board's performance in 2010 by comparing its achievements against its approved work plan for the year. The Board's 2010 work plan and the status of all items at year-end are set out in Annex C. The Policy & Governance Committee reviewed this material at a meeting on 2 December 2010 and the comments provided below are the result of the Committee's review. All tasks were completed with the exception of the following (*item numbers correspond to Annex C*):

Tasks Related to *Establishing Expectations*:

- #4 – Meeting with targeted community partners. In 2008 and 2009 as part of the Board's Community Engagement Strategy, the Board identified specific community partners that it wished to personally meet or work with, such as the school boards, Council on Aging of Ottawa, the Lebanese-Arab Social Services Agency (LASSA), Crime Prevention Ottawa, and the business improvement associations. In 2010 this objective was not achieved but in 2011 increased emphasis will be placed on fulfilling this important opportunity to build relationships with key partners.
- #6 – Develop a protocol between the Board and the Ottawa Police Association (OPA). The Board completed a draft "Guidelines for a Positive Relationship between the Ottawa Police Services Board and the Ottawa Police Association" in February 2010. As part of the process of developing the guidelines, Chair El-Chantiry and Executive Director Fedec met with members of the OPA and Mr. Paul Gardner, Chair of the Ontario Police Arbitration Commission and his colleague, Mr. Sig Walter, to take advantage of their expertise and advice in matters related to the maintenance of good working relationships between boards and police associations. This meeting was held in December 2009 and was very helpful in clarifying for both parties the kind of information that would be useful to include in the document to be drafted. Upon completion of the draft in February 2010 it was sent to the OPA for review and comment. To date, no response has been received despite several follow-up attempts. The Committee recommends that this item be dropped from the 2011 work plan and replaced with an ongoing commitment to maintaining positive relations with both police associations.
- #10 – Develop a policy on Accessibility Standards for Customer Service. Under the *Accessibility for Ontarians with Disabilities Act*, police services boards are required to have a policy on this subject in place by 2012. Given other work priorities in 2010, this task was not completed but will be added to the 2011 work plan.
- #18 – Review and approve 2011 OPS budget. Completion of this task was dependent on the schedule set by City Council for review of the annual budget. Due to the municipal election the budget review schedule was delayed until first quarter 2011.

Tasks Related to *Evaluating & Monitoring Performance*:

- #24 - Review annual report on Public Consultation Policy. Due to OPS staffing changes, this report was not completed this year.
- #25 – Review annual report on Workforce Management Policy CR-7. Due to staffing and workload issues this report was not completed in December but will be submitted in Q1 2011.

- #28 – Review annual report on Executive Succession Planning. Due to workload issues this report was not completed in December but will be submitted in January 2011.

### CONSULTATION

Consultation was not applicable in the preparation of this report.

### FINANCIAL IMPLICATIONS

There are no costs directly associated with this report.

### 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 2010 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 a summary of the Board's performance in meeting its approved work plan in 2010. The Board successfully achieved its 2010 work plan with the exception of the items noted earlier in the report; most are scheduled for completion in the first quarter of 2011.

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

*(Original signed by)*

Wendy Fedec  
Executive Director

Attach. (3)

## ANNEX A

**Number of hours do not include preparation time. Not all Board members attend all meetings and events.**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2010 TOTALS	2009 TOTALS
<b>Board and Committee Meetings</b>														
# of Meetings	0	3	2	2	3	2	2	2	1	2	3	2	24	34
# of Hours	0	5	4	3	5	4	4	7	1	4	1.5	4.5	43	79
# of Agenda Items	0	50	17	25	24	9	25	4	18	3	18	18	211	251
# of Pages of Material Reviewed	0	354	115	433	155	39	148	19	123	92	13	106	1597	2414
<b>Community Meetings</b>													2010 TOTALS	2009 TOTALS
# of Meetings	0	0	0	0	0	1	0	0	0	0	1	0	2	10
# of Hours	0	0	0	0	0	2	0	0	0	0	4	0	6	20
<b>Other Functions and Events</b>													2010 TOTALS	2009 TOTALS
# of Events	10	4	10	9	10	7	2	5	12	9	9	12	99	102
# of Hours	53.5	12	44	29.5	30.5	34.5	3.5	34.5	61	43.5	37.5	45	429	270
<b>Training &amp; Education</b>	<b>Ministry Training</b>				<b>Other Training &amp; Education</b>							<b>Hours</b>	<b>TOTALS</b>	
Board as a Whole	none offered				Presentation by Prof. D. Tanovich on Racial Profiling - 20 Jan 10							2.5	2.5	
Individual Board Members	none offered													
D. Doran (last day 30 Jul)														
E. El-Chantiry					OAPSB 29 April - 1 May 2010, Point Edward, ON CAPB 18 - 21 August 2010, Saint John, NB							24 32	56	
D. Guilmet-Harris					8th Annual Forum for Law Enforcement in Occupational Safety & Health, Ottawa, 9-11 June 2010							24	24	
J. Harder (started 15 Dec)					Orientation Briefing							2	2	
H. Jensen					OAPSB 29 April - 1 May 2010, Point Edward, ON CACP, 18-21 August 2010, Edmonton AB OAPSB Fall Seminar, 30 Sept - 1 Oct Toronto							24 32 16	72	
J. MacEwen					OACP Labour Conference, Toronto, 27-29 January 2010							24	24	
M. McRae (last day 15 Dec)														
B. Monette (last day 15 Dec)														
C. Nicholson (started 15 Sept)					Orientation Briefing							2	2	
J. Watson (started 15 Dec)					Orientation Briefing							2	2	

ANNEX B

Policy Number:	Policy Subject:
<b>GA-3</b>	<b>BOARD TRAINING</b>
LEGISLATIVE REFERENCE / AUTHORITY	Police Services Act, section 31(5)
DATE APPROVED	27 February 2006
DATES AMENDED	September 2007 01 November 2010
NEXT REVIEW	2013
REPORTING REQUIREMENT	Annual Report to Board

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(5) of the *Police Services Act* requires the Police Services Board to ensure that its members undergo any training that the Solicitor General may provide or require.

The Ottawa Police Services Board recognizes the importance of pursuing excellence in governance through an ongoing commitment to training, education and development, and has adopted this policy to formalize training and ongoing learning requirements for its members.

BOARD POLICY

**REQUIRED TRAINING**

1. Each member of the Ottawa Police Services Board during his or her first year of appointment is required to attend:
  - a) Any training sessions provided or required by the Ontario Ministry of Community Safety & Correctional Services.
  - b) Any orientation sessions for new members provided by the Chief of Police and Board Executive Director
3. Within the first two years of being appointed to the Board, each member is required to attend the annual conferences of both of the following organizations at least once:
  - a) Ontario Association of Police Services Boards (OAPSB)
  - b) Canadian Association of Police Boards (CAPB).
3. The Board shall be represented by at least one member at each of the following:
  - a) meetings of OAPSB Zone 2 boards;
  - b) annual OAPSB conferences;
  - c) annual CAPB conferences;
  - d) meetings of Ontario large boards ("Big 12").

**ANNEX C**

**OTHER LEARNING OPPORTUNITIES**

4. Having satisfied the requirements set out in 1 and 2 above, and provided sufficient funds remain in the annual budget, board members are encouraged to attend other learning opportunities related to governance or policing such as those offered by (but not limited to):
  - a) the Canadian Police College
  - b) the Police Association of Ontario
  - c) the Ontario Association of Chiefs of Police
  - d) the Canadian Association of Chiefs of Police
  - e) the Canadian Professional Police Association
  - f) the Canadian Association of Civilian Oversight of Law Enforcement.

**BOARD TRAINING AS A WHOLE**

5. Board training as a whole will take place through inviting guest speakers to make presentations or deliver workshops on issues pertinent to board governance, board responsibilities or emerging trends in policing, with an emphasis placed on issues of a strategic nature.

**ANNUAL REPORTING**

6. Individual Board member training and Board training as a whole will be reported on as part of an annual report on Board Activity and Performance in the first quarter of each year.

OTTAWA POLICE SERVICES BOARD

**2010 BOARD WORK PLAN – YEAR-END STATUS REPORT ON ACHIEVEMENTS**

completed tasks are indicated by a checkmark (√)

The Ottawa Police Services Board is responsible for the provision of adequate and effective police services in the municipality. For 2010, its work plan consisted of the responsibilities listed below. In addition to the duties noted, the Board holds regular meetings each month except August. The Board also holds up to four public interest meetings each year.

RESPONSIBILITIES	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
<i>Establishing Expectations</i>													
1. Develop 2010 Calendar of Monitoring Requirements	√												
2. Review Board Committee membership	√												
3. Provide feedback on new initiatives related to the Business Plan ( <i>P&amp;G</i> ) – <i>as needed</i>													Not required
4. Meet with targeted community partners													Not achieved
5. Review of Community Engagement Strategy ( <i>P&amp;G</i> )	√												
6. Develop protocol between Board & Ottawa Police Association ( <i>HR</i> )		√	√										Draft completed -with OPA
7. Conduct review of Board policies due for review in 2010									√	√			
8. Rewrite Complaints Procedure Policy to reflect Bill 103 ( <i>P&amp;G / CC</i> )								√	√				
9. Develop policy on Workplace Violence ( <i>as per Bill 168</i> )				√	√								

FAC = Finance and Audit Committee  
P&G = Policy & Governance Committee  
HR = Human Resources Committee  
CC = Complaints Committee

RESPONSIBILITIES	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
10. Develop policy on Accessibility Standards for Customer Service ( <i>as per Accessibility for Ontarians with Disabilities Act</i> )													Postponed to 2011
11. Schedule OPS presentations at Board meetings ( <i>to occur as required</i> )			√		√						√		
12. Hold 2 Public Interest Meetings						√					√		
13. Publish Board Quarterly Newsletter			√			√			√			√	
14. Provide input into the development of fiscal policies, objectives & priorities ( <i>FAC</i> )					√			√					
15. Provide input into annual Audit Plan ( <i>FAC</i> )					√								
16. Provide input and feedback to staff during annual budget development process ( <i>FAC</i> )					√			√					
17. Develop 2011 Board work plan ( <i>P&amp;G</i> )												√	
18. Review & approve 2011 OPS budget ( <i>dependent on City Council budget schedule</i> )													Delayed to 2011
19. Review orientation process and materials ( <i>P&amp;G</i> )											√		
20. <i>NEW</i> - Selection process for new Deputy Chief							√	√					
<b><i>Evaluating &amp; Monitoring Performance</i></b>													
1. Track activities of Board	√	√	√	√	√	√	√	√	√	√	√	√	
2. Report on 2009 Board Activities,		√											

FAC = Finance and Audit Committee  
P&G = Policy & Governance Committee  
HR = Human Resources Committee  
CC = Complaints Committee

RESPONSIBILITIES	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Training & Performance													
3. Review annual budget development process and guidelines, & make recommendations for revisions. (FAC)					√			√					
4. Review annual budget for consistency with the OPS long range financial plans (FAC)								√					
5. Review performance and remuneration for Deputy Chiefs, Director General & General Counsel.											√	√	
6. Review Chief's performance over past year & complete performance planning document for upcoming year.					√	√							
7. Review performance in achieving Business Plan.							√						
8. Review activities of Police Service (2009 Annual Report).			√										
9. Receive quarterly reports on the administration of the complaints system.				√			√			√			
10. Review 2009 annual report on administration of the complaints system.			√										
11. Receive quarterly reports on the finances of the organization.				√			√			√			
12. Review annual Financial Status report				√									
13. Review quarterly reports on Legal Services	√			√			√			√			
14. Review quarterly reports on Labour Relations (In Camera)	√			√			√			√			

FAC = Finance and Audit Committee  
P&G = Policy & Governance Committee  
HR = Human Resources Committee  
CC = Complaints Committee

RESPONSIBILITIES	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
15.Review quarterly reports on Workforce Management	√			√			√			√			
16.Review quarterly reports on Employer of Choice for All	√			√			√			√			
17.Receive quarterly reports on Board Monitoring Requirements	√			√			√			√			
18.Review quarterly reports on OPS performance	√			√			√			√			
19.Receive quarterly reports on senior officer assignments			√			√			√			√	
20.Review annual report on Use of Force		√											
21.Review annual report on Board Policy CR-1: Positive Workplace		√											
22.Review annual report on Quality Assurance Unit, including compliance with Ministry standards.		√											
23.Review annual report on Audit Plan					√								
24.Review annual report on Board Policy CR-6: Public Consultation							due						Not received
25.Review annual report on Board Policy CR-7: Workforce Management												due	delayed to January
26.Review annual report on Board discretionary funding												√	
27.Review annual report on Secondary Activities												√	
28.Review annual report on Succession Planning												due	delayed to January
29.Board performance review (P&G)												√	

FAC = Finance and Audit Committee  
P&G = Policy & Governance Committee  
HR = Human Resources Committee  
CC = Complaints Committee

RESPONSIBILITIES	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
<i>Miscellaneous</i>													
1. Attend OAPSB Conference – Point Edward, Apr. 29 - May 1				√									
2. Attend CAPB Conference – Saint John, NB, Aug. 18-21								√					
3. Attend Zone 2 Fall meeting in Ottawa									√				
4. Planning for 2012 OAPSB Conference ( <i>ongoing</i> )													

5. **POLICE SERVICES BOARD ACTIVITY, TRAINING AND PERFORMANCE – 2010 ANNUAL REPORT**  
Executive Director's report dated 19 January 2011
- 

Member Watson expressed concern about the Board Training Policy stating Board members must attend specific conferences within the first two years of being appointed. He felt that if one or two board members were attending, receiving a copy of the conference material would suffice.

Chair El-Chantiry referenced the City Auditor General's report from 2005 which gave rise to the training requirements, and assured Member Watson that if he was unable to attend the required conferences the material would be provided to him.

Member Guilmet-Harris noted she had found the training she received from the specific conferences very valuable within her first two years. She noted that the training becomes less valuable the longer you serve on the Board.

**That the Ottawa Police Services Board receive this report and forward it to City Council for information.**

CARRIED