

**Report to / Rapport au:**

**POLICY AND GOVERNANCE COMMITTEE  
COMITÉ DES POLITIQUES ET DE LA GOUVERNANCE**

**1 May 2023 / 1er mai 2023**

**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: DRAFT OTTAWA POLICE SERVICES BOARD WORK PLAN: 2023**

**OBJET: ÉBAUCHE DE PLAN DE TRAVAIL DE LA COMMISSION DE  
SERVICES POLICIERS D'OTTAWA POUR 2023**

**REPORT RECOMMENDATIONS**

**That the Policy and Governance Committee review the draft 2023 Board Work Plan and forward the final draft to the Ottawa Police Services Board for approval.**

**RECOMMANDATIONS DU RAPPORT**

**Que le Comité des politiques et de la gouvernance examine le Plan de travail provisoire de 2023 de la Commission de services policiers d'Ottawa et lui en soumette la version finale pour approbation.**

**BACKGROUND**

The Ottawa Police Services Board's Policy #GA-5 – Board Planning and Performance, stipulates that the Board will follow an annual planning cycle that includes establishing a yearly work plan for the Board and its four committees.

Document 1 contains a draft 2023 work plan for the Ottawa Police Services Board, to be reviewed by the Policy and Governance Committee and submitted for the Board's approval. It incorporates the Board's legislative responsibilities as well as a number of initiatives identified after a review of the year-end status of the Board's 2022 work plan,

the Auditor General's final report and recommendations, and other current/outstanding issues.

There were a number of outstanding tasks from the Board's 2022 workplan that are not tied specifically to legislative responsibilities but were initiated by the Board prior to 2022 and never completed. To assist the Board in determining which of these tasks it wishes to maintain on the 2023 workplan, a separate supporting document (Document 2) has been created for the Committee's review. The Committee is being asked to provide direction on which of the tasks it wishes to add to the 2023 workplan.

## **DISCUSSION**

Many of the tasks included in the draft workplan are routine duties that must be performed by the Board each year to meet its legislated monitoring and oversight responsibilities. There are also requirements each year for new or amended Board policies to address Ministry requirements or emerging issues, as well as regular review of existing policies to ensure they remain current.

The Board's annual work plan is typically approved at the start of the year however the development of the draft workplan was delayed due to a number of factors namely:

- Anticipation of a new Board Chair following the City's recruitment process of a new Public Member. The appointment of the new Public Member has since occurred at City Council's April 26 meeting and the election of a new Chair will be occurring shortly.
- Completion of the Auditor General's review into the convoy response as well as the findings of the Public Order Emergency Commission, to ensure any recommendations applicable to the Board could be included in the workplan.
- Attempts to synchronize the workplan with the development of a new strategic plan for the Service. This is now targeted to be completed in Q2 & Q3.

Since Q1 of 2023 is already completed, some tasks listed in the first quarter have been completed and marked as such.

### Prioritization

At the Board's regular meeting in March, this Committee was referred all outstanding motions that were the responsibility of the Board's Committees, to be considered for inclusion in the annual workplan. These have been included as part of Document 2, referenced earlier under the background section of this report.

In light of the number of tasks already committed to through the Board's draft workplan, including the series of recommendations arising from the Auditor General's review of the response to the convoy, as well as considerations such as capacity and the lack of a current strategic plan, the Committee is being asked to provide direction on which of the outstanding tasks it would like to recommend be included in the draft workplan. Any tasks not recommended for inclusion will be listed in the final report to the Board for the approval of the workplan.

## **CONSULTATION**

The Board's Policy & Governance Committee as well as the Ottawa Police Service are being consulted in the development of the draft work plan and any input provided will be incorporated in the final draft to be submitted to the Board for approval.

## **FINANCIAL IMPLICATIONS**

It is anticipated that most tasks in the workplan will be completed in-house and/or can be funded by the Board's 2023 budget allocation.

Some tasks may require additional funding, depending on the timing of their implementation, scope, and/or whether the Board procures external assistance. Some examples would include the review of the Board's resourcing requirements, strategic planning, and changes to Board's Legal Services policy.

## **SUPPORTING DOCUMENTATION**

Document 1: Ottawa Police Services Board Draft 2023 Board Work Plan

Document 2: Outstanding Motions/Tasks for Consideration

## **CONCLUSION**

The Board's Policy #GA-5 – Board Planning and Performance, stipulates that the Board will follow an annual planning cycle that includes establishing a yearly work plan for the Board. Approval of the attached work plan will set a course for the Board in 2023 that will ensure its legislative and oversight responsibilities are fulfilled.



<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 ( <i>HR and Board</i> )													Ongoing from 2021. A draft has been started.
8. Review False Alarm Reduction Bylaw ( <i>P&amp;G and Board</i> )													Delayed from 2021.
9. Review Board Policies – Chapter 1, 2, 3 and Confidential Policies ( <i>ED, P&amp;G and Board</i> )													Delayed from 2021.
10. Review Board Policies – Chapter 4 Policies ( <i>ED, P&amp;G and Board</i> )													
11. Review Financial Accountability Procedures Manual ( <i>P&amp;G and Board</i> )										X	X	X	
12. Arrange Board training opportunities ( <i>ED</i> )													Ongoing throughout the year.
13. 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 ( <i>P&amp;G and Board</i> ) a) Host session(s) to provide update(s) on progress of plan.					X	X	X	X	X				Delayed from 2021.

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14. Hold joint strategic planning sessions with the Executive Command						X	X	X					Delayed from 2021. To be scheduled where applicable.
15. Bargain a renewal collective agreement with Senior Officers' Association	√	√	√	√									
16. Meet with targeted community partners as required ( <i>Chair, P&amp;G and Board</i> )													
17. Hold Public Interest meetings in collaboration with OPS as required													
18. Schedule OPS presentations at Board meetings ( <i>ED</i> )													
19. Issue updated Board Quarterly Newsletter ( <i>ED</i> )													Ongoing from 2021. Revised template still to be developed.
20. Provide input into annual Audit Plan ( <i>FAC and Board</i> )			√										
21. Provide input into the development of fiscal policies, objectives & priorities ( <i>FAC</i> )						X			X				
22. Review annual budget for consistency with the OPS long range financial plans ( <i>FAC</i> ) a) Ensure OPS builds a three-year financial forecast that aligns with the Board's strategic plan						X			X				

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23. Review annual budget development process and guidelines & make recommendations for revisions ( <i>FAC</i> )						X			X				
24. Review and approve budget guidelines and timetable									X				
25. Table draft Budget											X		
26. Review & approve OPS budget											X		
27. Develop 2024 Board work plan (P&G)												X	
28. Submit Accessibility Compliance Report ( <i>ED</i> )												X	Public sector organizations are required to submit this report every two years.
29. Submit annual report on use of urgent demands for records pertaining to missing persons investigations, to Ministry. ( <i>ED</i> )			√										
30. Complete Recruitment of Deputy Chiefs (2).	√	√	√	X									
<b>Actioning of Recommendations Arising from Audit of the OPS's Response to the Convoy Protest – The Role of the OPSB</b>													
1. Review and update of Major Events policy (and any									X				Due by the end of Q3 2023

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related Board policies) (P&G)													
2. Review performance evaluation process for Chief, Deputy Chief, and CAO (HR)												X	Due by the end of Q4 2023
3. Develop Board policy concerning dissemination of information by the Chair to the Board (P&G)												X	Due by the end of Q4 2023
4. Review and update of Procedure Bylaw		√											
5. Review of Legal Services Policy, including identification of potential or perceived conflicts of interest for the Board Solicitor and a cost-benefit analysis of retaining regular, independent Board counsel (P&G)												X	Due by the end of Q4 2023
6. Analysis of Board competencies (ED & Board)												X	Due by the end of Q4 2023
7. Tracking of Board appointment terms	√	√	√	√	X	X	X	X	X	X	X	X	
8. Review policy on Board Member Job Descriptions									X				Due by the end of Q3 2023
9. Develop enhanced orientation program for new Board members (ED & Board)												X	Due by the end of Q4 2023
10. Review resourcing requirements of the Board, including needs assessment and review of staffing									X				Due by the end of Q3 2023



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complement at other large police boards (HR & ED)													
<b><i>Evaluating &amp; Monitoring Performance</i></b>													
1. Track activities of Board (ED)	√	√	√	√	X	X	X	X	X	X	X	X	
2. Report on 2022 Board Activities, Training & Performance (ED)	√												
3. Board to meet with individual members of Executive Command re: performance evaluation & mid-point check-in.							X					X	
4. Board Performance Self-Evaluation													A comprehensive self-evaluation is typically completed by the Board once every four years. The last comprehensive self-evaluation was done in 2017.
5. Performance evaluation for ED (HR)												X	The last performance evaluation was conducted in January 2021.
6. Review remuneration for Executive positions												X	Completed as part of Performance Evaluation Process
7. Review performance in achieving Strategic Plan (semi-annual)	X						X						

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8. Review annual report on Public Rewards	√												
9. Review Workplace Accidents and Injuries: 2021 Annual Report			X										
10. Review activities of Police Service through Annual Report (incl. Use of Force & Asset Management)						X							Moved to June to align with reporting timelines of the OPS.
11. Receive quarterly reports on the administration of the complaints system.				√			X			X			
12. Review 2021 annual report on administration of the complaints system through Annual Report						X							Moved to June to align with reporting timelines of the OPS.
13. Receive quarterly reports on the finances of the organization, including use of delegated authority.				√			X			X			
14. Review 2021 annual Financial Status report			√										
15. Review quarterly reports on Legal Services	√			X			X			X			
16. Review quarterly reports on Labour Relations (In Camera)	√			√			X			X			
17. Review quarterly reports on Workforce Management		√			X				X		X		
18. Receive quarterly reports on Board Monitoring Requirements	√			√			X			X			Q4 update provided as part of year-end report on workplan.
19. Review quarterly reports on OPS performance		√			X				X		X		



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31. Receive annual report on Equitable Work Environment ( <i>HR &amp; Board</i> )	√												
32. Receive report back on feasibility of piloting safe exchange areas or community safety zones.									X				City Council Motion 2023 – 05/09, due by Q3 2023.
<b>Miscellaneous</b>													
1. Attend OAPSB Conference – May 30-June 1					X	X							
2. Attend CAPG Conference – August 14-19								X					
3. Attend OAPSB Fall Labour Seminar – Oct 19-20										X			

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