

**Report to / Rapport au:**

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

**5 December 2023 / 5 décembre 2023**

**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: ENHANCED ORIENTATION PROGRAM FOR NEW BOARD MEMBERS**

**OBJET: PROGRAMME D'ORIENTATION AMÉLIORÉ POUR LES NOUVEAUX  
MEMBRES DE LA COMMISSION**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board's Policy and Governance Committee receive this item for discussion and to provide input.**

**RECOMMANDATIONS DU RAPPORT**

**Que le Comité des politiques et de la gouvernance de la Commission de services policiers d'Ottawa prenne connaissance de ce point afin d'en débattre et de formuler des commentaires.**

**BACKGROUND**

In March of 2022, the Ottawa Police Services Board (Board) requested the assistance of the City's Auditor General in reviewing the response of the Ottawa Police Service to the convoy protest that took place in January and February 2022. The Auditor General accepted the request and in February 2023, delivered her reports to the Board, the Service, and the City, depicting key events and describing how all parties could improve from similar future events. The Board subsequently accepted her report and developed an action plan to address all eleven of the recommendations directed at the Board.

The final report, including the Board's action plan, is available [online](#).

One recommendation arising out of the Auditor General's (AG) review concerned new Board member/council orientation (Recommendation 10).

In particular, the AG recommended:

*“The Executive Director, with the support of Board members, should review and enhance the new Board member orientation program, including additional focus on roles and responsibilities. As part of this, clarity should be provided on the role and responsibility of Councillors who sit on this independent Board.” (p. 24 of the Audit of OPS' Response to the Convoy Protest – The Role of the Ottawa Police Services Board)*

Board staff have since developed an enhanced orientation presentation to be used when onboarding new Board members. The Committee is being consulted for feedback on the proposed orientation presentation as well as the overall new Board member orientation program.

## **DISCUSSION**

### Current Orientation Program for New Board Members

The AG identified through her audit that past and current Board members she interviewed indicated that the orientation and training provided from the outset of their appointment did not adequately prepare them to fulfill their obligations as a board member of a police services board. The AG noted that the existing orientation materials and information sessions did not provide Board members a sufficient depth of background or an understanding of their role and associated expectations.

Typically when a new Board member is onboarded, they are provided with an initial orientation consisting of a review of roles and responsibilities with the Executive Director of the OPSB and the City Solicitor with the opportunity to ask questions. To supplement their initial orientation, Board members are also provided with key reference materials such as:

- Procedure Bylaw;
- Policy Manual;
- Annual Workplan;
- Calendar of Monitoring Requirements;
- Financial Accountability Procedures Manual;
- Strategic Plan;

- Budget;
- Etc.

Board members are also provided with opportunities for ongoing development through conferences and webinars organized by the Ontario Association of Police Services Boards as well as the Canadian Association of Police Governance.

Members of Council who serve on the Police Services Board will receive a separate orientation through the municipality, following an election. Their orientation will include training/information for Councillors on their role relative to the OPS and OPSB.

#### Updated Orientation Materials

In keeping with the AG's findings and recommendations, a new presentation has been developed for the purposes of orienting new Board members to their role. It includes more detailed content regarding the Board's direction/relationship to the Chief of Police, the Police Associations, the City of Ottawa, and various oversight bodies such as the Solicitor General, and the Ontario Civilian Police Commission. It also includes additional focus on roles and responsibilities.

Earlier this year, as a result of the AG's report on the *Audit of the City of Ottawa's Response to the Convoy Protest*, the City Clerk developed additional training pertaining to Members of Council and Police Governance, outlining the unique roles. Some content from the City Clerk's training deck has been included in the updated orientation presentation.

#### Mandatory Training under the *Community Safety and Policing Act*

The new *Community Safety and Policing Act*, once proclaimed into force (*slated for April 2024*), will require Board members to complete Ministry approved training with respect to: the role of a police services board and the responsibility of members of a board or committee; human rights and systemic racism; and recognition and respect for the diverse, multiracial and multicultural character of Ontario society, and the rights and cultures of First Nation, Inuit and Métis Peoples. The Ministry may also prescribe other training. This training will need to be completed by Board members before they exercise their powers or perform their duties.

#### Overall New Board Member Orientation Program

The role of a Police Services Board member is complex and takes time to fully understand. While Board members are provided with an initiation orientation session and reference materials at the start of their appointment, opportunities for training must be offered on an ongoing basis.

The new mandatory training to be provided by the Ministry once the CSPA is proclaimed into force will help supplement the training provided locally by the Board office as well as the municipality.

The new orientation presentation is intended to provide an increased understanding of obligations as a board member of a police services board.

**CONSULTATION**

Not applicable.

**FINANCIAL IMPLICATIONS**

Not applicable.

**SUPPORTING DOCUMENTATION**

Document 1: New Board Member Orientation presentation

**CONCLUSION**

An enhanced orientation presentation has been developed by Board staff to assist in the onboarding of new Board members. The Committee is being consulted for feedback on the proposed orientation presentation as well as the overall orientation program for new Board members.