

**Report to / Rapport au:**

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

**22 January 2024 / 22 janvier 2024**

**Submitted by / Soumis par:**

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

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**SUBJECT: OTTAWA POLICE SERVICES BOARD WORK PLAN: 2024**

**OBJET: PLAN DE TRAVAIL DE LA COMMISSION DE SERVICES POLICIERS  
D'OTTAWA POUR 2024**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board approve the 2024 Board Work Plan, as endorsed by the Policy and Governance Committee.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa approuve le plan de travail pour 2024 de la Commission, approuvés par le Comité des politiques et de la gouvernance.**

**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 2024 work plan for the Ottawa Police Services Board, that has been 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 2023

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

## **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 a regular review of existing policies to ensure they remain current.

The Board's annual work plan is typically approved at the start of the calendar year. Once approved, Board staff will work to preschedule the Board's Committee meetings for the year, based on the timelines outlined in the workplan.

The main additions to the draft 2024 workplan that go beyond the annual routine duties of the Board are:

- The review and implementation of requirements arising from the new *Community Safety and Policing Act*, confirmed to come into force on April 1, 2024. The Ministry of the Solicitor General has advised that all police services are expected to be ready to comply with the Act and its regulations starting on the in-force date.
- The hiring and training of additional Board staff, including a Senior Policy Advisor as well as a Communications and Stakeholder Relations Advisor.
- The creation of a new job description and performance evaluation process for the Executive Director, stemming from the changes to the staffing of the Board office.
- The review of the results of the Auditor General's Risk Assessment of the OPS, originally requested by the Board in October 2023.
- Discussions on the measures that will be used to assess progress on the Board's recently approved strategic plan, as well as the Board's expectations for the bi-annual reporting from the Service.
- Discussions on the Board's bargaining priorities for the Ottawa Police Association as well as the Senior Officer Association, as the collective agreements with both Associations are expiring at the end of December 2024.

- A debrief opportunity for the Board's Human Resources Committee to discuss previous Chief and Deputy Chief recruitments processes, previously requested by a Board member.
- A review of the Board's monitoring reports to ensure reports coming to the Board remain relevant and informative for the Board's purposes. This review was previously requested by a Board member.

Items that are carried over from the 2023 workplan as they were not completed include:

- The creation of a new Performance Evaluation Framework for Executive Command – a framework has been started and substantive work has been completed on it however work is ongoing to ensure alignment between the framework and the recently updated performance measurement process the Service developed, which was previously expected to launch in December 2023. Once completed, a pilot will be launched to conduct the 2023 Executive Command performance evaluation process, as well as annual remuneration review.
- Review of Board policies – The Policy and Governance Committee is responsible for reviewing the Board's policies at least once every three years. The Board has fallen behind in its routine review of its policies due to workload issues as well as previous flux in terms of its membership however, with the onboarding of a new Senior Policy Advisor, the Board will be better positioned to complete this review. A review of Board policies will also be undertaken as part of the review of the requirements of the new Community Safety and Policing Act (CSPA) coming into force April 1, 2024.
- The review of the Financial Accountability Procedures Manual was initially targeted to be completed by the Policy Governance Committee by Q4 2023. The Committee has since reassigned the review to the Finance and Audit Committee as it better aligns with that Committee's responsibilities.
- The review and update of the Board's Major Events policy – this review has begun and is ongoing.
- The re-launch of the Board's Quarterly Newsletter – this will be assigned to the Board's new Communications and Stakeholder Relations Advisor.
- Discussion on a Board Performance Self-Evaluation.

- Executive Director performance evaluation – the Board is currently exploring the creation for a new job description for the role given the staffing changes in the Board office as well as the creation of the new evaluation system.
- Review of Legal Services Policy – A review has begun on the policy and proposed amendments are targeted to be presented in Q1 2024 for discussion by the Policy and Governance Committee.
- Analysis of Board competencies
- Enhanced orientation program for new Board members

## **CONSULTATION**

The Board's Policy & Governance Committee as well as staff at the Ottawa Police Service were consulted in the development of the draft work plan.

## **FINANCIAL IMPLICATIONS**

It is anticipated that most tasks in the workplan will either be completed in-house and/or funded by the Board's 2024 budget allocation.

## **SUPPORTING DOCUMENTATION**

Document 1: Ottawa Police Services Board Draft 2024 Board Work Plan

## **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 2024 that will ensure its legislative and oversight responsibilities are fulfilled.

## Document 1

**OTTAWA POLICE SERVICES BOARD**  
**DRAFT 2024 BOARD WORK PLAN**

The Ottawa Police Services Board is responsible for the provision of adequate and effective police services in the municipality. For 2024, its work plan consists of the responsibilities listed below. In addition to the tasks noted, the Board holds regular meetings each month except August.

*\*Unless stipulated otherwise, all responsibilities are held by the Board.*

*\*\*For tasks which are not time-dependent, no specific months have been assigned for targeted completion to allow flexibility in the workplan.*

<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>
<b><i>Establishing Expectations</i></b>													
1. Receive 2024 Calendar of Monitoring Requirements	X												
2. Approve 2024 Board Work Plan	X												
3. Receive 2024 Schedule of Conferences and CAPG Webinars	X												
4. Review Board Committee membership													<i>Awaiting new Public Member</i>
5. Onboarding/orientation of new Board members ( <i>ED</i> )													<i>Awaiting new Public Member</i>
6. Create new Performance Evaluation Framework for Executive Command ( <i>HR and Board</i> )	X	X	X										Ongoing from 2023.
7. Review Board Policies – Chapter 1, 2, 3, 4 and Confidential Policies	X	X	X	X	X	X	X	X	X	X	X	X	Delayed from 2023 – to be completed in concert with review of new

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<i>(Board staff, P&amp;G and Board)</i>													requirements under the CSPA and with assistance of new Board Senior Policy Advisor
8. Review Financial Accountability Procedures Manual <i>(FAC and Board)</i>	X	X	X										Reassigned from P&G
9. Arrange Board training opportunities <i>(ED)</i>													Ongoing throughout the year
10. Provide input into the measures that will be used to assess progress on the Board's Strategic Plan, as well as the expectations around the bi-annual report back by the Service <i>(P&amp;G and Board)</i>	X	X	X										
11. Prepare for bargaining with Senior Officers' Association <i>(HR &amp; Board)</i>								X	X	X	X	X	Collective agreement expires in December 2024
12. Prepare for bargaining with the Ottawa Police Association <i>(HR &amp; Board)</i>								X	X	X	X	X	Collective agreement expires in December 2024
13. Meet with community partners <i>(Chair and Board)</i>													Ongoing throughout the year
14. Hold Public Interest meetings in collaboration with OPS as required													
15. Schedule OPS presentations at Board meetings <i>(ED)</i>													Ongoing throughout the year
16. Re-launch Board Quarterly Newsletter in										X	X	X	To be assigned to Board

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updated format ( <i>Board staff</i> )													Communications and Stakeholder Relations Advisor.
17. Provide input into annual Audit Plan ( <i>FAC and Board</i> )		X	X										
18. Provide input into the development of fiscal policies, objectives & priorities ( <i>FAC</i> )						X			X				
19. 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				Budget activities typically span from June to November. The specific months that are marked represent reports that are expected to come to FAC/Board.
20. Review annual budget development process and guidelines & make recommendations for revisions ( <i>FAC</i> )						X			X				
21. Review and approve budget guidelines and timetable									X				
22. Table draft Budget											X		
23. Review & approve OPS budget											X		





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32. Debrief on previous Chief and Deputy Recruitment Processes ( <i>HR</i> )													
33. Conduct review of Board monitoring reports ( <i>P&amp;G &amp; Board</i> )													
<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 related Board policies) ( <i>P&amp;G</i> )	X	X	X										Ongoing from 2023.
2. Review performance evaluation process for Chief, Deputy Chief, and CAO ( <i>HR</i> )	X	X	X										Ongoing from 2023.
3. 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 ( <i>P&amp;G</i> )	X	X	X										
4. Analysis of Board competencies	X	X	X										Ongoing from 2023.
5. Enhanced orientation program for new Board members	X	X	X										Ongoing from 2023.

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<b><i>Evaluating &amp; Monitoring Performance</i></b>													
1. Track activities of Board (ED)	X	X	X	X	X	X	X	X	X	X	X	X	
2. Tracking of Board appointment terms (ED)	X	X	X	X	X	X	X	X	X	X	X	X	Per AG recommendation from Convoy audit
3. Report on 2023 Board Activities, Training & Performance (ED)	X												
4. Board to meet with individual members of Executive Command re: performance evaluation & mid-point check-in.			X				X					X	
5. Discuss Board Performance Self-Evaluation (P&G & Board)										X	X	X	A comprehensive self-evaluation is typically completed by the Board once every four years. The last comprehensive self-evaluation was done in 2017.
6. Performance evaluation for ED (HR)												X	The last performance evaluation was conducted in January 2021.
7. Review remuneration for Executive positions			X									X	Completed as part of Performance Evaluation Process
8. Review performance in achieving Strategic Plan (semi-annual)						X						X	

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9. Review annual report on Public Rewards	X												
10. Review Workplace Accidents and Injuries: 2023 Annual Report			X										
11. 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.
12. Receive quarterly reports on the administration of the complaints system.				X			X			X			
13. Review 2023 annual report on administration of the complaints system through Annual Report						X							Moved to June to align with reporting timelines of the OPS.
14. Receive quarterly reports on the finances of the organization, including use of delegated authority.				X			X			X			
15. Review 2023 annual Financial Status report			X										
16. Review quarterly reports on Legal Services	X			X			X			X			
17. Review quarterly reports on Labour Relations (In Camera)	X			X			X			X			
18. Review quarterly reports on Workforce Management		X			X				X		X		
19. Receive quarterly reports on Board Monitoring Requirements	X			X			X			X			Q4 update provided as part of year-end report on workplan.



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30. Review annual report on Board discretionary funding												X	
31. Receive annual report on Secondary Activities	X												
32. Receive annual report on Equitable Work Environment ( <i>Board</i> )	X												
<b>Miscellaneous</b>													
1. Attend CSPA Summit – February 27-28		X											
2. Attend CACOLE Conference – May 27-29					X								Canadian Association for Civilian Oversight of Law Enforcement
3. Attend OAPSB Conference – <i>Dates TBD</i>					X	X							
4. Attend CAPG Conference –August 8-11								X					
5. Attend OAPSB Fall Labour Seminar – <i>Dates TBD</i>										X	X		
6. Attend OAPSB Zone 2 Meeting – Belleville – June 14						X							
7. Attend OAPSB Zone 2 Meeting – Pembroke September 19-20									X				
8. Attend OAPSB Zone 2 Meeting – Ottawa (Hosting) – November 29											X		

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