

**Report to:**

**OTTAWA POLICE SERVICE BOARD / COMMISSION DE SERVICE DE POLICE  
D'OTTAWA**

**28 April 2025**

**Submitted by:**

**Executive Director, Ottawa Police Service Board / Directeur Exécutif, Commission  
de service de police d'Ottawa**

**Contact Person:**

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**SUBJECT: GOVERNANCE REVIEW: SCOPE AND APPROACH**

**OBJET: EXAMEN DE LA GOUVERNANCE : PORTEE ET APPROCHE**

## **REPORT RECOMMENDATIONS**

**That the Ottawa Police Service Board:**

- 1. Direct its Executive Director to work with OPS staff regarding the governance review work as described as “minimum scope” in the report entitled “Governance Review: Scope and Approach” prepared for the April 4, 2025, OPSB Policy and Governance Committee**
- 2. Direct its Executive Director to inform the Board as soon as any policy templates are designed for all Police Service Boards by the Inspectorate of Policing regarding the new Act so that the Board can review and potentially adopt.**
- 3. Approve the Calendar as outlined in Appendix A of the report entitled “Governance Review: Scope and Approach” prepared for the April 4, 2025, OPSB Policy and Governance Committee with the following inclusions for each month’s Board meeting agenda:**
  - A) A standing item on every Board agenda that would enable the Chief of Police to review the Strategic Plan Dashboard with the Board to review the progress made on the current Strategic Plan and associated KPIs.**

- B) A standing item on every Board agenda that would enable the Chief of Police, or relevant staff, to review the current major projects chart (to be created and colour coded – red, yellow, green regarding progress status) with the Board.
- C) A section entitled “Consent Agenda” under which any unanimously passed motions arising from any of the Board’s committees that have taken place since the last Board meeting would be listed for a more efficient approval by the Board and with the understanding that any Board member can request, at the approval of the main agenda, that any motion on the list could be removed for further discussion and become part of the main agenda for the meeting.

## **RECOMMANDATIONS DU RAPPORT**

**Que la Commission de service de police d’Ottawa:**

1. Instruise son directeur exécutif de collaborer avec le personnel du Service de police d’Ottawa (SPO) relativement aux travaux d’examen de la gouvernance décrits comme étant de « portée minimale » dans le rapport intitulé *Examen de la gouvernance : Portée et approche* préparé pour le Comité des politiques et de la gouvernance de la CSPSO du 4 avril 2025.
2. Instruise son directeur exécutif d’informer la Commission dès que tout modèle de politique destiné à l’ensemble des commissions de service police est publiée par l’Inspecteur général relativement à la nouvelle loi, afin que la Commission puisse en faire l’examen et éventuellement l’adopter.
3. Approuve le calendrier tel que présenté à l’annexe A du rapport intitulé *Examen de la gouvernance : Portée et approche* préparé pour le Comité des politiques et de la gouvernance de la CSPSO du 4 avril 2025, avec les ajouts suivants à l’ordre du jour de chaque réunion mensuelle de la Commission:
  - A. Un point permanent à l’ordre du jour permettant au chef de police de passer en revue avec la Commission le tableau de bord du Plan stratégique afin d’examiner l’état d’avancement du Plan stratégique actuel et des indicateurs de rendement connexes (IRC).
  - B. Un point permanent à l’ordre du jour permettant au chef de police, ou au personnel concerné, de passer en revue avec la Commission le

**tableau des principaux projets (à créer et à coder par couleur – rouge, jaune, vert selon l'état d'avancement).**

- C. Une section intitulée « Ordre du jour par consentement » sous laquelle seraient inscrites les motions adoptées à l'unanimité par l'un ou l'autre des comités de la Commission ayant siégé depuis la dernière réunion du Conseil, afin d'en faciliter l'approbation par le Conseil. Il est entendu que tout membre de la Commission pourrait demander, au moment de l'adoption de l'ordre du jour principal, qu'une motion soit retirée de cette liste pour être discutée davantage et intégrée à l'ordre du jour principal de la réunion.**

## **BACKGROUND AND PURPOSE**

At its meeting of January 27, 2025, the Ottawa Police Service Board carried the following motion:

*WHEREAS the Board requires more time to think through the work of the Committees and the Board, given the new Act, our new strategic plan and dashboard Key Performance Indicators (KPIs);*

*THEREFORE BE IT RESOLVED that the proposed Board meeting schedule, past February's date on the schedule, be referred to the Board's Policy and Governance Committee for review, including an overall governance review.*

In response to this direction, the Board office has developed this report to support the Policy and Governance Committee's initial consideration of the governance review's scope and approach.

At its April 4, 2025 meeting, the Policy and Governance Committee reviewed a version of the report reproduced below and made the above recommendations to the Board.

## **DISCUSSION**

### **Options for Scope of the Governance Review**

To support the Committee in making an informed decision, two options for the scope of the governance review were presented:

- A minimum scope, achievable in the short-term within existing staff capacity, focus on immediate structural and efficiency improvements; and
- A more extensive scope, aligned with governance best practices, that would address broader structural, strategic, and resourcing issues, and may require additional support or phased implementation.

The Committee was invited to review the proposed options and provide direction on the preferred scope and priorities for the governance review moving forward.

#### Option 1: Minimum Scope

The minimum scope focuses on essential improvements that can be completed in-house using existing staff capacity, in a timely fashion. It prioritizes structural adjustments and efficiency gains, particularly in relation to meetings, reporting, and committee functions. It also reflects elements that the Board has already signalled as priorities, including the streamlining of the meeting calendar and reporting requirements.

Key components of the minimum scope include:

- Streamlining of the Chief's reporting requirements and rationalization of the Board's calendar;
- Review of Committee mandates to clarify roles, avoid duplication, and improve effectiveness;
- Exploration of consent agendas and related practices to reduce the number and duration of Board meetings;
- Realignment of the Board and Committee meeting calendar with the strategic and business planning cycle;
- Review of a limited number of Board policies and by-law provisions that directly impact monitoring, meeting management, and committee functioning;
- Review of the reporting frequency and structure to ensure alignment with oversight responsibilities under the *Community Safety and Policing Act, 2019* (CSPA).

This scope would support near-term operational improvements and position the Board to make more efficient use of its time and resources, while remaining within the current capacity of the Board office.

#### Option 2: Extensive Scope

The extensive scope reflects a comprehensive governance review, which may be support the continued evolution of the Board's role, priorities, operational needs and expanded statutory responsibilities under the CSPA. It involves a broader examination of structure, information flows, internal capacity, and public accountability. This option would support in transitioning toward a more intentional, strategic, and sustainable governance model.

Key components of the extensive scope include all elements of the minimum scope, as well as:

- Review of Board structure, roles, responsibilities and linkages (Board, Chair, Committees, Executive Director, Chief);
- Evaluation of delegations of authority, succession planning, onboarding, and Board self-assessment tools and processes;
- Full review of reporting and internal information flows, including templates, briefings, dashboards, and internal decision-making supports;
- Review of the Board's governance policies (GA, BC, CR series);
- Assessment of the Board Office's mandate, staffing strategy, tools, internal systems;
- Review of the Board's public and stakeholder engagement tools, including community feedback mechanisms, communication processes, and relationship with City Council;
- Review of training and development policies for both Board members and staff;
- Development of a risk oversight model, including a risk register and related tracking and assessment tools.

Due to its scope and complexity, this option may require additional capacity and/or a lengthier, phased delivery. However, it would provide the Board with a strong foundation for effective, transparent, and accountable oversight in the years ahead.

While the extensive scope is more ambitious, it is not being proposed as a consultant-led process. Rather, its recommended that the review be internally led, with the potential use of targeted and time-limited external technical support for specific components – such as policy analysis, governance benchmarking, and drafting of revised frameworks. This hybrid approach would ensure that the review remains Board-driven and contextually grounded, while allowing access to specialized expertise where needed to supplement the Board office and Committee's capacities.

A fully consultant-led approach is not recommended, both in light of cost considerations and the Board's expressed preference for maintaining internal ownership of the governance review process.

### **Proposed Revised Calendar of Monitoring Requirements**

As an initial step in the governance review, the Board office, in collaboration with the Service's Directorate of Strategy and Communications, undertook a review and streamlining of the Calendar of Monitoring Requirements.

The preliminary work involved:

- Reviewing the full list of reports submitted to the Board by the Chief, including their frequency, the origin of the requirement (e.g. legislative, policy-based, or Board-directed), and strategic relevance;
- Identifying opportunities to consolidate reports, reduce duplication, and adjust reporting frequency where appropriate, while ensuring continued compliance with statutory obligations under the CSPA and relevant Board policies.

The proposed revised calendar is intended to support more focused and strategic oversight at the Board level, improve alignment with the Board's business and strategic planning cycles, and enable more efficient use of Board and Committee time. It will also form part of the foundation for further review of Committee mandates.

Through the review, an opportunity was identified to remove three regular Board meetings, reducing the total number from eleven –the most common number of regular meetings among the Big 12 police services boards – to eight. Although section 43 of the CSPA only requires boards to meet a minimum of four times per year, it was assessed that the Board would be unable to fully discharge its responsibilities if it were to meet solely at this statutory minimum. In practice, a higher meeting frequency is required to address non-routine and time-sensitive matters that arise throughout the year. This is particularly true for the *in camera* portions of public meetings, which often involve discussions or decisions that, in the absence of delegated authority to Board Committees, must be considered by the full Board.

A draft of the revised calendar has been prepared and is attached to this report.

While opportunities to download certain reports from Board meetings to the Committee level have been identified, a Committee-level Calendar of Monitoring Requirements has yet to be fully developed. This work will follow a review of Committee mandates and the decision-making processes that govern interactions between Committees and the full Board.

## **CONSULTATION**

To date, internal consultations have included discussions with the Service's Directorate of Strategy and Communications, focused on the review and streamlining of the Calendar of Monitoring Requirements. Preliminary informal discussions have also taken place with several Board members to identify key gaps and areas of opportunity in the Board's current governance practices.

## **FINANCIAL IMPLICATIONS**

There are no financial implications associated with proceeding under the minimum scope, as the identified activities can be carried out using existing Board resources, in collaboration with the Service where appropriate.

Should the Board opt to pursue the extensive scope, financial resources may be required to engage targeted external technical support. This could include assistance with policy analysis, comparative research, governance benchmarking, or drafting of revised frameworks and tools. Any such engagement would be time-limited and focused on specific components of the review to ensure efficient use of funds while maintaining internal leadership of the process.

The cost associated with any external support would be drawn from the Board's existing Professional Services budget.

## **CONCLUSION**

The Policy and Governance Committee is recommending the adoption of the "minimum scope" governance review presented in this report. Prioritizing the minimum scope would not preclude the Board from exploring elements of the "extended scope" in the medium term.

## **SUPPORTING DOCUMENTATION**

Document 1 – Appendix A: Comparison of Minimum and Extensive Scope Options for the Governance Review

Document 2 – Appendix B: Revised Calendar of Monitoring Requirements