

Table GA-4 – Policy Number: GA-4 – Policy Name: Board Committees

GA-4 BOARD COMMITTEES	
LEGISLATIVE REFERENCE / AUTHORITY	<i>Community Safety and Policing Act, 2019</i> , section 42
DATE APPROVED	26 June 2006
DATE REVIEWED	2007, 2010, 2013, 2017, 2026
DATES AMENDED	24 September 2007, 01 November 2010, 28 October 2013, 27 February 2017, 26 January 2026
DATE TO BE REVIEWED	2027
REPORTING REQUIREMENT	Addressed through Annual Report on Board Performance

LEGISLATIVE REFERENCE / AUTHORITY

Section 42 of the *Community Safety and Policing Act (CSPA)* states that a police service board may, by by-law, establish a committee and delegate any of the board’s powers under the CSPA to the committee.

BOARD POLICY

The Ottawa Police Services Board has established four standing committees to assist it in performing its responsibilities, as is permitted under the *Act*. This policy sets out the general principles for the functioning of these committees and the terms of reference for each.

GENERAL PRINCIPLES

1. The function of a Board committee is to assist the Board with its tasks in the exercise of its authority and responsibilities.
2. The Board may establish standing or ad hoc committees to inquire into and report on any matter within the jurisdiction of the Board. An Ad Hoc Committee shall be of limited duration and shall dissolve automatically upon submitting its final report to the Board. No sub-groups of committees shall be established without approval of the Board.

3. The Board defines the mandate of committees and appoints the committee membership by resolution. The Board may delegate tasks and projects to the committees and each committee shall report back to the Board on its activities on a regular basis.
4. The Board Chair, ex officio, is a member of every committee and is entitled to participate in and vote at committee meetings.
5. Each Committee shall appoint a Chair of the Committee.
6. All committee meeting agendas will be distributed to all Board members. Members who are not Members of a specific Committee may attend meetings of that Committee and may, with the consent of the Chair of that Committee, take part in the discussion, but shall not be counted in the quorum or entitled to make motions or to vote at these meetings.
7. The rules governing the procedure of the Board and the conduct of Members shall be observed in all Committee meetings so far as they are applicable. Committee meetings and a list of public items shall be advertised. Minutes of committee meetings will be included on regular board meeting agendas for information, accompanied by a verbal update from the committee Chair.
8. Expectations and authority shall be clearly defined in order to not conflict with authority delegated to the Chief of Police.
9. Committees shall deal through the Board Executive Director with the Chief, or his/her designate(s), when services are required from staff to assist the committee.¹
10. Committees make recommendations to the Board unless specific authority is delegated by by-law to a committee to make a decision.
11. Board committees may not speak or act for the Board except when formally given such authority for specific purposes. The Board Chair may designate a committee Chair to speak to the media regarding deliberations of the committee.
12. Membership on Board committees and external committees shall be reviewed annually and revised accordingly. External committees to which a board member has been appointed to represent the board include the: Community Police Awards Selection Committee; Thomas G. Flanagan Scholarship Award Selection

¹ Section 40(3) of the *Community Safety and Policing Act* states: “No individual member of a police service board shall direct the chief of police or, for greater certainty, any other member of the police service.”

Committee; Police Scholarship and Charitable Fund Committee; and the Service Initiative Community Advisory Group.

13. The general principles contained in this policy apply to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes non-Board members. It does not apply to committees formed under the authority of the Chief.
14. To meet its legislated responsibilities under the CSPA and to assist the Board in fulfilling its duties, the Board will have four standing committees (terms of reference for each of the committees are set out below):
 - a) Complaints Committee
 - b) Finance and Audit Committee
 - c) Human Resources Committee
 - d) Policy and Governance Committee.

COMMITTEE TERMS OF REFERENCE

A. *COMPLAINTS COMMITTEE*

1. LEGISLATIVE REFERENCE / AUTHORITY

- *Community Safety and Policing Act*, sections 107(1)(c) and 107(6) and 107(7)
- Board's Complaints Policy (*Reference Board Policy GA-9*)
- By-law No. XX-2026

2. PURPOSE

To review policing complaints as they relate to the policies and/or procedures of the Ottawa Police Service Board and the Ottawa Police Service referred to the Board by the Inspector General of Policing.

3. ROLES AND RESPONSIBILITIES

1. The roles and responsibilities of the Complaints Committee in respect of policy and procedure complaints are set out in By-law No. XX-2026.

4. ACCOUNTABILITY

1. The Committee shall review the terms of reference for the Committee at least once every three (3) years and make recommendations to the Board as required.

B. FINANCE AND AUDIT COMMITTEE

1. LEGISLATIVE REFERENCE / AUTHORITY

- *Community Safety and Policing Act*, section 42.

2. PURPOSE

To assist the Board in fulfilling its responsibilities in the areas of financial planning, budget preparation and monitoring, auditing, quality assurance and risk management.

3. COMPOSITION AND OPERATIONS

1. The Committee shall be composed of three (3) members appointed by the Board, with one member designated by the Committee to serve as Chair.
2. The Committee shall operate in a manner consistent with the provisions of the Board's Policy Governance Manual and Procedure By-law.
3. The Committee shall meet at least three times a year.
4. The Committee shall meet at the call of the Chair, or by agreement of the Committee.
5. The Board Executive Director shall consult with the Chair on the agenda development, be responsible for preparation and distribution of the agenda package and shall maintain a record of the meetings.
6. The Committee may invite such Board members and outside parties, and in consultation with the Chief such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the committee.

4. ROLES AND RESPONSIBILITIES

Budget & Financial Planning

1. Provide input into the development of fiscal policies, objectives and priorities.

2. Provide input and feedback to staff during the annual budget development process.
3. Review annually the budget development process and guidelines, and make recommendations to the Board for revisions as required.
4. Review the annual budget for consistency with the Service's long range financial plans.
5. Review periodically the Service's long range financial plans to ensure stability and consistency with strategic directions for the organization.
6. Review quarterly financial statements and any audited financial statements provided to the Board.

Audit & Quality Assurance

7. Provide input into the annual Audit Work plan.
8. Review the results of any internal and external audits.
9. Review the annual consolidated report on the operations of the Ottawa Police Service's Quality Assurance Section.

5. ACCOUNTABILITY

1. The Committee shall review the terms of reference for the Committee at least once every three (3) years and make recommendations to the Board as required.
2. The Committee shall keep a record of its meetings and the meeting minutes shall be available to all Board members and the public unless confidential.

C. *HUMAN RESOURCES COMMITTEE*

1. LEGISLATIVE REFERENCE / AUTHORITY

- *Community Safety and Policing Act*, section 42.

2. PURPOSE

To assist the Board in fulfilling its oversight and employer responsibilities under the *Community Safety and Policing Act* in relation to human resources, labour relations, compensation, diversity, inclusion and gender equality matters.

3. COMPOSITION AND OPERATIONS

1. The Committee shall be composed of three (3) members appointed by the Board, with one member designated by the Committee to serve as Chair.
2. The Committee shall operate in a manner consistent with the provisions of the Board's Policy Governance Manual and Procedure By-law.
3. The Committee shall meet at least four times a year. The Committee shall meet at the call of the Chair, or by agreement of the Committee.
4. The Board Executive Director shall consult with the Chair on the agenda development, be responsible for preparation and distribution of the agenda package, and shall maintain a record of the meetings.
5. The Committee may invite such Board members and outside parties, and in consultation with the Chief such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the committee.

4. ROLES AND RESPONSIBILITIES

1. Develop Board collective bargaining objectives and a strategy for negotiations with the two police associations, in consultation with the Chief of Police (or designate), labour relations advisor and/or legal counsel.
2. A member of the Committee will participate in collective bargaining sessions with the associations.
3. Review and render decisions on grievances referred to the Board by the associations in accordance with the processes outlined in their respective collective agreements.
4. Annually review and recommend compensation for the Chief of Police, Deputy Chiefs, Director General and General Counsel, taking their submissions into account.
5. Annually review the performance of the Board's Executive Director.
6. Annually review the performance evaluation process for the Chief of Police and Board Executive Director, and recommend changes if necessary.

7. Review with the Chief, or designate(s), existing management resources and plans, including recruitment and training programs, to ensure that qualified personnel will be available for succession to executive positions in the Police Service, and report the results of the review to the Board at least once a year.
 8. On at least an annual basis, review and provide input into plans that address diversity, inclusion and gender equality in the Police Service, including in recruitment, retention and career development.
 9. Communicate on a regular basis with representatives of other large boards in the Province to stay abreast of trends and strategies in collective bargaining.
5. ACCOUNTABILITY
1. The Committee shall review the terms of reference for the Committee at least once every three (3) years and make recommendations to the Board as required.
 2. The Committee shall keep a record of its meetings and the meeting minutes shall be available to all Board members, and to the public unless confidential .

D. POLICY AND GOVERNANCE COMMITTEE

1. AUTHORITY / LEGISLATIVE REFERENCE / AUTHORITY

- *Community Safety and Policing Act*, section 42.

2. PURPOSE

To develop policies and evaluate performance associated with all Board policies related to governance and police service delivery.

3. COMPOSITION AND OPERATIONS

1. The Committee shall be composed of three members appointed by the Board, with one member designated by the Committee to serve as Chair.
2. The Committee shall operate in a manner consistent with the provisions of the Board's Policy Governance Manual and Procedure By-law.
3. The Committee shall meet at least four times a year.

4. The Committee shall meet at the call of the Chair, or by agreement of the Committee.
5. The Board Executive Director shall consult with the Chair on the agenda development, be responsible for preparation and distribution of the agenda package and shall maintain a record of the meetings.
6. The Committee may invite such Board members and outside parties, and in consultation with the Chief such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the committee.

4. ROLES AND RESPONSIBILITIES

1. Take the lead in identifying the need for new policies.
2. Develop and recommend to the Board new policies, procedures and tools that will enhance the performance of the Board and the Police Service.
3. Develop an annual work plan for the Board and submit it to the Board for approval.
4. Provide input throughout all phases of the Business Planning process.
5. Review Board policies at least once every three (3) years and submit results of review, including recommended revisions, to Board.
6. Review the Board's committee structure at least once every three (3) years to assess its continued appropriateness.
7. Review the Board's annual performance self-evaluation process on an annual basis and make recommendations for changes to the Board.
8. Review the Ottawa Police Service Board's Finance and Administration Procedure Manual, in consultation with the Director General, at least once every four (4) years and make recommendations for revisions to the Board as required.
9. Prior to vacancies occurring on the Board, assess the composition and skill set of the Board, and make recommendations to appointing body regarding the qualities and skills needed to achieve the collective skill set required by the Board.
10. Provide input into Board member orientation and ongoing development needs.

11. At the request of the Board, undertake any other corporate governance initiatives that may be necessary or desirable to contribute to the success of the Board.
12. Review on an annual basis the Chief's risk management program to ensure that all risks facing the organization have been identified and assessed and that a risk management framework capable of addressing those risks has been established.

5. ACCOUNTABILITY

1. The Committee shall review the terms of reference for the Committee at least once every three (3) years and make recommendations to the Board as required.
2. The Committee shall keep a record of its meetings and the meeting minutes shall be available to all Board members, and to the public unless confidential.