

Report to / Rapport au:

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

23 February 2026 / 23 février 2026

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Habib Sayah, Executive Director / Directeur exécutif,
*Habib.Sayah@ottawa.ca***

SUBJECT: BOARD CALENDAR OF MONITORING REQUIREMENTS 2026

**OBJET: CALENDRIER DES EXIGENCES DE CONTRÔLE DE LA COMMISSION
2026**

REPORT RECOMMENDATIONS

**That the Ottawa Police Service Board receive the 2026 Calendar of Monitoring
Requirements for information.**

RECOMMANDATIONS DU RAPPORT

**Que la Commission de service de police d'Ottawa prenne connaissance du plan
de travail pour 2026 à titre d'information.**

BACKGROUND

In December 2005 the Ottawa Police Services Board received a report from the City of Ottawa's Auditor General on an audit of the Board's governance practices. One of the Auditor's recommendations addressed the need for a calendar of monitoring requirements. He recommended that the Board:

...exercise more aggressive oversight of reporting to the Board by ensuring that the Executive Director organize and maintain an annual calendar of monitoring and other reports to be received by the Board. Furthermore, that the Board require reports to appear as an agenda item on the date they are

scheduled to appear, and require OPS senior management to formally respond if a report is not going to meet a scheduled deadline.

The Police Services Board has received an annual Calendar of Monitoring Requirements each year since 2006. The Annual Calendar of Monitoring Requirements for 2026 is attached at Document 1.

DISCUSSION

This report introduces a revised format for the Board's Calendar of Monitoring Requirements, reflecting direction provided by the Board in April 2025 as part of its broader governance review.

At that time, the Board directed that its reporting framework be streamlined and rationalized. This included shifting certain recurring and periodic reports from the full Board to the appropriate standing Committees, with the objective of strengthening Committee-level monitoring, reducing duplication, and ensuring that the Board's agenda remains focused on strategic oversight and decision-making. The intent was to enhance oversight by enabling Committees to conduct detailed, subject-matter-specific reviews before matters proceed to the full Board where required.

The revised Calendar of Monitoring Requirements reflects this structural change. For the first time, it incorporates Committee-level reporting obligations alongside those of the Board. Previous versions of the Calendar identified only reports presented to the full Board, which did not fully capture the evolving governance model or the expanded monitoring role of Committees.

This updated format is designed to provide a comprehensive and transparent view of all statutory, policy-driven, and cyclical reporting requirements across the Board and its Committees. It aligns the Calendar with the Board's governance modernization efforts and supports greater clarity, accountability, and predictability in its oversight function.

The format of the Calendar has also been modernized. Rather than relying on a static document that is updated and circulated semi-annually, the Calendar is now maintained in a live, web-based tracking environment. This shift enables real-time updates, shared visibility, and clearer accountability for upcoming and completed reporting requirements. The Ottawa Police Service will be provided access to the platform, allowing both the Board Office and the Service to verify timelines, track deliverables, and confirm status updates on an ongoing basis. Unlike a static file – which can quickly become outdated and requires periodic manual redistribution – the new format functions as a dynamic monitoring tool. It ensures that all parties are working from the same up-to-date information, reducing the risk of misalignment and improving coordination.

Of note, starting from April 2026, the Calendar includes the Strategic Portfolio Dashboard and the Strategic Plan KPI Dashboard as standing items at each Board meeting, consistent with the direction provided by the Board as part of the 2025 governance review.

CONSULTATION

Consultation has taken place with the Ottawa Police Service staff – on the basis of direction provided by the Board as part of the governance review process of 2025.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with this report.

SUPPORTING DOCUMENTATION

Document 1- Ottawa Police Service Board Annual Calendar of Monitoring Requirements 2026

CONCLUSION

The development of an annual Calendar of Monitoring Requirements sets clear expectations for the Chief and his staff, the Board and its Committees, with regard to when reports of a monitoring nature are due. It will assist the Board in meeting its legislative obligations to monitor, on a regular basis, certain aspects of Police Service business such as the status of the budget, administration of public complaints and the achievement of Strategic Plan objectives. It provides an important tool to assist the Board in fulfilling its governance duties.