



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

**REPORT  
RAPPORT**

DATE 23 March 2015

TO/DEST. Chair and Members of the Ottawa Police Services Board

FROM/EXP. Executive Director, Ottawa Police Services Board

SUBJECT/OBJET **APPOINTMENTS TO BOARD COMMITTEES**

**RECOMMENDATION**

**That the Ottawa Police Services Board approve the following appointments to committees:**

BOARD COMMITTEE	MEMBERSHIP
Complaints Committee	J. Harder, C. Nicholson, S. Valiquet
Finance & Audit Committee	J. Harder, J. Durrell, E. El-Chantiry
Human Resources Committee	E. El-Chantiry, L.A. Smallwood, S. Valiquet
Policy & Governance Committee	C. Nicholson, L.A. Smallwood, T. Tierney
OPS COMMITTEES	
Community Awards Selection Committee	S. Valiquet
Police Scholarship & Charitable Fund	W. Fedec
Thomas G. Flanagan Scholarship Award Selection Committee	C. Nicholson

**BACKGROUND**

The Police Services Board has four standing committees to assist it in fulfilling its responsibilities. The terms of reference for the four committees are set out in a policy on Board Committees (Policy #GA-4) included in the Board's Policy Manual and attached as Annex A. Under that policy, appointments to committees must be approved by the Board, and membership is to be reviewed annually and revised accordingly.

All Board members were recently canvassed to determine which committees they would like to serve on. The results are indicated in the chart that appears above in the report recommendation. The Chair of each committee is determined by the membership of that committee at its first meeting.

In addition to the Board's four committees, there are three external committees on which Board members serve. They are described below.

### External Committees

#### 1. Community Awards Selection Committee

Each year a Police Community Awards Ceremony is held, usually in May to coincide with Police Week. It honours officers and community members with Awards of Valour, Certificates of Merit and Community Service Awards. A board member or board staff person represents the Board on the Community Awards Selection Committee responsible for reviewing all nominations for Police and Community Service awards. The Selection Committee meets once or twice in early spring to perform this duty. The Committee also serves an oversight role and in that regard, additional meetings might be required throughout the year to review changes to the awards process.

#### 2. Police Scholarship and Charitable Fund

The Police Scholarship Fund is available to the children of permanent members of the Ottawa Police Service. The purpose of the Fund is to provide scholarships to applicants in need of financial assistance to continue their education. Once a year, a Board of Trustees, comprised of a member of the Police Services Board, members of the Police Service and representatives of the Police Association, meets to review applications and to determine the number of scholarships and the amount of them.

#### 3. Thomas G. Flanagan Scholarship Award Selection Committee

The Ottawa Police Service Board established the Thomas G. Flanagan, S.C. Scholarship as a means to assist visible minority women and Aboriginal women who have expressed an interest in a policing career. The scholarship funds are derived from an endowment that was arranged upon the retirement in 1993 of the late Ottawa Chief of Police Thomas G. Flanagan, S.C. The selection process is facilitated by the Diversity and Race Relations Section of the OPS, and is based on criteria initially established by the Police Services Board. The Selection Committee has been comprised at different times of a representative of the Police Services Board, a member of the community, the Director of Community Development and the officer in charge of the Diversity and Race Relations Section. The Committee meets once or twice a year to review the essays submitted by candidates and select a recipient.

### CONSULTATION

Not applicable.

### FINANCIAL STATEMENT

There is no direct financial impact associated with this report.

### CONCLUSION

The Ottawa Police Services Board has established four standing committees to assist it in performing its responsibilities, as is permitted under the *Police Services Act*. Board Policy #GA-4 sets out the general principles and terms of reference for each committee, and requires that membership on all Board and external committees be reviewed annually. This report fulfills the requirement for a review of Board members' participation on committees.

Responsible for report:      Executive Director W. Fedec

Attach. (1)

Policy Number:	Policy Subject:
<b>GA-4</b>	<b>BOARD COMMITTEES</b>
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , sections 34 & 61(9)
DATE APPROVED	26 June 2006
DATE REVIEWED	2007, 2010, 2013
DATES AMENDED	24 September 2007 01 November 2010, 28 October 2013
DATE TO BE REVIEWED	2016
REPORTING REQUIREMENT	Addressed through Annual Report on Board Performance

#### LEGISLATIVE REFERENCE / AUTHORITY

Section 34 of the *Police Services Act* states that, “A Board may delegate to two or more of its members any authority conferred on it by this *Act*, except the authority to bargain under Part VIII, which the Board may delegate to one or more members.”

Section 61(9) of the *Police Services Act* states that, “A board that is composed of more than three members may appoint a committee of not fewer than three members of the board (two of whom constitute a quorum for the purpose of this subsection) to review a complaint and to make recommendations to the board after the review and the board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the board considers appropriate.”

#### 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.
3. The Board defines the mandate of committees and appoints the committee membership by resolution. Each Committee shall appoint a Chair of the Committee. If the Board Chair is not appointed to a committee, he/she is an ex officio member of all committees.

4. Expectations and authority shall be clearly defined in order to not conflict with authority delegated to the Chief of Police.
5. 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.<sup>1</sup>
6. The Board may delegate tasks and projects to the committees, and each committee shall obtain direction from the Board for its activity or mandate and shall report back on its activities on a regular basis.
7. Committees make recommendations to the Board unless specific authority is delegated to a committee to make a decision.
8. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. The Board Chair may designate a committee Chair to speak to the media regarding deliberations of the committee.
9. Membership on Board committees and external committees shall be reviewed annually and revised accordingly.
10. 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.
11. To meet its legislated responsibilities under the *Police Services Act* 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**

- Police Services Act section 61(9)
- Board's Complaints Policy (*Reference Board Policy GA-9*)

---

<sup>1</sup> Section 31(3) of the *Police Services Act* states: "The board may give orders and directions to the chief of police, but not to other members of the police force, and no individual member of the board shall give orders to any member of the police force."

2. PURPOSE

To review complaints about policies or services of the Ottawa Police Service at the request of the complainant.

3. COMPOSITION AND OPERATIONS

1. The Committee shall be composed of three or more 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 Complaints Policy and the Board's Policy Manual.
3. The Committee shall meet as required, 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. Upon receipt of a request for a review pursuant to section 63(5) of the *Police Services Act*, immediately notify the Chief in writing and request the materials set out in the Board's Complaints Policy.
2. Within 30 days of receiving the request, review the complaint and submit a recommendation to the Board, including a recommendation on whether or not to hold a public meeting.

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 submitted to all Board members along with the Committee's recommendations.

**B. FINANCE AND AUDIT COMMITTEE**

1. LEGISLATIVE REFERENCE / AUTHORITY

Police Services Act section 34.

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.
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 upon request.

## C. HUMAN RESOURCES COMMITTEE

### 1. LEGISLATIVE REFERENCE / AUTHORITY

Police Services Act section 34.

### 2. PURPOSE

To assist the Board in fulfilling its oversight and employer responsibilities under the *Police Services Act* in relation to human resource and compensation 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.
3. The Committee shall meet as required, 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. To develop Board collective bargaining objectives and a strategy for negotiations with the respective Associations, in consultation with the Chief of Police (or designate), labour relations advisor and/or legal counsel<sup>2</sup>.
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.

---

<sup>2</sup> *Police Services Act*: Section 120(2) "One legal counsel and one other advisor for each of the bargaining committee and the board may participate in the bargaining sessions". Section 120(4) "The chief of police, or if the parties consent, another person designated by the chief of police may also attend the parties' bargaining sessions in an advisory capacity."



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. 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 on a confidential basis upon request.

### D. POLICY AND GOVERNANCE COMMITTEE

#### 1. AUTHORITY / LEGISLATIVE REFERENCE / AUTHORITY

*Police Services Act* section 34.

#### 2. PURPOSE

To develop 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.
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 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.
4. Provide input throughout the development phase 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.

## 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 upon request.