

OTTAWA POLICE SERVICES BOARD
POLICY & GOVERNANCE COMMITTEE MEETING

MINUTES 8

12 September 2017, 11:00 a.m.

Honeywell Room, 2nd floor, Ottawa City Hall

Present: Members: Chair: C. Nicholson, L.A. Smallwood, T. Tierney
Others: Board Chair E. El-Chantiry, Board Member S. Valiquet,
Police Chief C. Bordeleau, Executive Director K. Ferraro, Board
Assistant L. Kennedy

Regrets: T. Tierney

CONFIRMATION OF AGENDA

**That the Policy and Governance Committee confirm the Agenda of the
12 September 2017 meeting.**

CARRIED

CONFIRMATION OF MINUTES

**That the Policy and Governance Committee confirm the Minutes from the
16 May 2017 meeting.**

CARRIED

BUSINESS ARISING FROM MINUTES

There was no business arising from the minutes.

ITEMS OF BUSINESS

1. 2017 BOARD PERFORMANCE REVIEW – RESULTS

Executive Director's report

The Committee discussed the results of the 2017 Board Performance Evaluation and developed recommendations to address the areas that were identified as having opportunity for improvement. Comments are summarized below.

Board & Police Service Relations

- It was suggested informal discussions with the Chief could take place on an individual basis.
- The Chief committed to meeting with Board members twice a year.

External Relations

- OPS staff have regular contact with City Councillors regarding day to day issues. The Chief suggested that the themes of feedback could be collected and reported back to the Board.
- An annual survey is sent out that collects feedback on the relationship between the OPS and City Councillors, as well as community concerns – results are shared with the Board.
- The Committee will be reviewing and updating its policy related to public outreach to address any gaps with respect to external relations.

External Communications

- The Committee will be reviewing and updating its policy related to Board communications to address any gaps in this area.
- It was also noted that by the Board taking more ownership of items such as the Business Plan and consultation, public understanding and awareness of the Board will improve.

Board Education and Development

- Board members should be attending conferences and remaining engaged with what is occurring across the Province.
- For new Board members, mentorship is important.
- Ongoing training needs to be emphasized for all Board members; right now there are only expectations for new members.
- Upcoming changes to the *Police Services Act* will hopefully assist in this area by providing training and information sharing opportunities.
- At the first Board meeting at the start of the year, a report could be presented to Board members with the list of all the know conferences for the year.
- Success planning for future Chair and Vice Chair positions will require

more discussion as membership on Boards changes regularly.

Strategic/Business Planning

- The Board needs to take more leadership in the business planning process, including developing the initial framework for carrying it out. This will require a commitment from Board members to be more engaged.
- In order to hear from the community, Board members need to participate in consultations, which includes providing input into survey and consultation questions that will be distributed. OPS resources can be leveraged to organize consultations.
- The Board should be providing the Service with strategic high level direction.
- The Business Plan has development, monitoring, and evaluation components. The Chief committed to having the Service come back to the Policy and Governance Committee with the plan for the next business plan. The whole Board will be invited to attend and participate. There will also continue to be a joint Board-Service Business Planning session which builds on the results of the environmental scan.
- The Board receives semi-annual updates on the Business Plan and is able to provide feedback.

The end of the questionnaire provided Board members with an opportunity to list the Board's top weaknesses and suggest the most important changes the Board could make to improve its governance and oversight. The Committee felt that the recommendations addressed many of the points raised in these sections.

With respect to comments made regarding participation of Council members on Boards, it was noted that the focus should be on proper training so that individuals (whether councillors or citizens) understand their role as a Board member.

It was suggested that the Policy and Governance Committee take a leadership role in ensuring the engagement of Board members.

That the Policy & Governance Committee review the results of the 2017 Board Performance Review and recommend actions the Board should take to address the results.

CARRIED

2. REVIEW OF BUSINESS PLANNING FRAMEWORK

Board Policy AI-001 Framework for Business Planning

The Committee did a high-level review of the above policy.

Members discussed the need for the Board to provide objectives to the Service that can be measured to evaluate whether goals are being met. For example, ensuring more women are in leadership positions. More discussion needs to occur on performance measures and the community should be involved.

The Committee also expressed an interest in looking at the frameworks used by other police boards, namely Edmonton, Gananoque, and Calgary.

The Board may want to consider inviting outside expertise to assist with refining the Board's business planning framework.

That the Policy & Governance Committee receive this item for discussion.

RECEIVED

OTHER BUSINESS

NEXT MEETING

12 December 2017, at 11:00 a.m.

ADJOURNMENT

The meeting adjourned at 12:30 p.m.