## 2021 BOARD WORK PLAN: YEAR-END STATUS

The Ottawa Police Services Board is responsible for the provision of adequate and effective police services in the municipality. For 2021, its work plan consisted of the responsibilities listed below. In addition to the tasks noted, the Board held regular meetings each month except in August.

Of note for 2021, due to the ongoing global pandemic, all meetings continued to be held virtually.

The below chart provides an update on the year-end status of the Board's 2021 workplan. All tasks that were not completed have been carried over into the draft 2022 workplan, which will be reviewed by the Policy and Governance Committee, prior to being considered for approval by the Board.

\*Unless stipulated otherwise, all responsibilities are held by the Board.

\*\*For tasks which are not time-dependent, no specific months were assigned for targeted completion to allow flexibility in the workplan.

KEY: X = scheduled month; - = ongoing;  $\sqrt{\ }$  = completion date (if line contains only an  $\sqrt{\ }$ , the item was completed on schedule)

RESPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
Establishing Expectations													
Approve 2021 Calendar of Monitoring Requirements	$\sqrt{}$												

RE	SPONSIBILITIES	Jan.	Feb.	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Notes
2.	Approve 2021 Board Work Plan	$\sqrt{}$												
3.	Receive 2021 Schedule of Conferences and CAPG Webinars	1												
4.	Review Board Committee membership									X				The Board's committee membership was last updated in November of 2020. A review will be conducted in 2022.
5.	Onboarding/orientation of new Board members (ED)													There were no new appointments in 2021.
6.	Review Board Procedure By-law (P&G and Board)													Delayed to 2022.
	Create new Performance Evaluation Framework for Executive Command and ED (HR and Board)	-	-	-	-	-	-	-	-	-	-	-	-	Periodic work has been taking place throughout 2021 to complete the Executive Command framework. Completion is targeted to take place in Q1 of 2022.
8.	Review False Alarm Reduction Bylaw (P&G and Board)													Delayed to 2022.
9.	Review Board Policies – Chapter 1, 2, 3 and Confidential Policies (ED, P&G and Board)													Delayed to 2022.

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10. Review, update, and potentially create Board policies applicable to deescalation, use of force and non-force options, and/or other tactical deployment strategies, including but not limited to dynamic entries ( <i>P&amp;G</i> )						-	-	-	-	-	-	-	Oct 2020 Motion. A firm was procured in June to assist with this task, as well as the budget and strategic planning process. Substantive work is still required and will be carried over into 2022.
11. Arrange Board training opportunity(ies) (ED)	V	V	V	1	V	$\sqrt{}$	V	V	V	V	V	V	Training opportunities were offered throughout the year.
12. Prepare, with the assistance of the OPS and other resources as required, a strategic plan for the Service, which includes objectives, priorities, and core functions, as well as quantitative and qualitative performance objectives; also includes internal and external consultation (P&G and Board)  a) Host session(s) to provide update(s) on progress of plan.	Х	X	X	X	X								Delayed to 2022.
Hold joint strategic planning sessions with the Executive Command													Delayed to 2022.

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	renewal agreement with cers' Association	-	-	-	-	-	-	-	-	-	-	-	-	Negotiations are ongoing.
15. Develop a communica (P&G)	ations plan													Delayed to 2022. Partnering w/ OPS on a joint strategy.
														Delayed to 2022.
<u> </u>	mediation th the Ottawa , specifically	Х	Х	Х		-	-	-	-	-	-	-	-	Nov 2020 motion. A firm was hired in May and work is ongoing. The final report is expected to come forward in Q1 of 2022.
other poter groups or i work to ide action with Reconciliat (TRC) that OPSB and back to the action plan implement (P&G)	Coalition and ntial indigenous ndividuals and entify calls of in the Truth and tion Commission apply to both OPS and report Board with an that will these findings													Oct 2020 motion. Delayed to 2022.
	argeted partners as Chair, P&G and	-	-	-	-	-	-	-	-	-	-	-	-	Some virtual meetings took place throughout the year.

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r	Hold Public Interest meetings in collaboration with OPS as required									1				A consultation session was held in September on the
ľ	with Of O as required													budget. There has also been increased
														public participation at meetings of the Board.
r	Schedule OPS presentations at Board meetings <i>(ED)</i>	-	-	-	-	-	-	-	-	-	-	-	-	Presentations were provided on various topics throughout the year.
	ssue Board Quarterly Newsletter <i>(ED)</i>			X			X			X			X	Newsletter on hold. Board staff looking into new e-newsletter format to improve accessibility.
F	Provide input into annual Audit Plan ( <i>FAC and Board</i> )												Х	A 3-year, 2019-2021 Audit was approved. The plan is reviewed annually. A new plan is coming forward to the FAC/Board in January 2022.
ti () r	Establish a working group to determine how the 2022 OPS budget can be reduced or frozen at 2021 evels (FAC)		$\sqrt{}$											Nov 2020 motion
r	Establish terms of reference for a Community Partnership Fund (P&G)	Х	Х	X										Nov 2020 motion. Work on this motion has been put on hold in order to align

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													the fund with the final recommendations to come forward from PACE.
26. Provide input into the development of fiscal policies, objectives & priorities (FAC)			-	-	-	-	-	-	-	$\sqrt{}$			
27. Review annual budget for consistency with the OPS long range financial plans (FAC)  a) Ensure OPS builds a three-year financial forecast that aligns with the Board's strategic plan			-	-	-	-	-	-	-	V			The FAC, and mainly the FAC Working Group, worked throughout the year on the development of the budget.
28. Review annual budget development process and guidelines & make recommendations for revisions (FAC)			-	-	-	-	-	-	-	V			The FAC, and mainly the FAC Working Group, worked throughout the year on the development of the budget.
29. Review and approve budget guidelines and timetable									√				
30. Table draft Budget											V		
31. Review & approve OPS budget											$\sqrt{}$		

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32. Develop 2022 Board work plan (P&G)									-			Х	Delayed to January 2022.
33. Bargain a renewal collective agreement with Ottawa Police Association	X	Х	X										Arbitration award issued in October.
34. Submit Accessibility Compliance Report (ED)												V	Public sector organizations are required to submit this report every two years.
35. Submit annual report on use of urgent demands for records pertaining to missing persons investigations, to Ministry. (ED)		X	V										
Evaluating & Monitoring Performance													
Track activities of Board     (ED)				<b>√</b>	$\sqrt{}$	\ \	$\sqrt{}$						
2. Report on 2020 Board Activities, Training & Performance (ED)	1												
Board to meet with individual members of Executive Command re: performance evaluation.	Х	Х				V	V				V	Х	2020 performance evaluation was delayed due to the creation of a new framework. Less formal check-ins were held as an interim solution.
Board Performance Self- Evaluation								X	X				Formal evaluation delayed to 2022.

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5. Performance evaluation for ED (HR)	<b>V</b>					X						Х	No mid-point check- in occurred. Final annual evaluation targeted for January 2022.
6. Review remuneration for Executive positions	Х	Х	Х			<b>V</b>	<b>V</b>						
7. Review performance in achieving Strategic Plan (semi-annual)	X					√	X						Initial update was delayed until June. No second update occurred in 2021.
Review annual report on     Public Rewards	V												
Review Workplace     Accidents and Injuries:     2020 Annual Report			Х	1									
10. Review activities of Police Service through Annual Report (incl. Use of Force & Asset Management)						X	$\sqrt{}$						
11. Receive quarterly reports on the administration of the complaints system.				<b>√</b>			$\sqrt{}$			V			
12. Review 2020 annual report on administration of the complaints system through Annual Report						X	V						
13. Receive quarterly reports on the finances of the organization.				Х	V		V			Х	V		
14. Review 2020 annual Financial Status report				Х									
15. Review quarterly reports on Legal Services	Х	V		1			V			V			

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16. Review quarterly reports on							,			,			
Labour Relations (In				√						√			
Camera)		,		V	1		V		1	V	,		
17. Review quarterly reports on		V		Х	V		Х		V	X	<b>V</b>		
Workforce Management  18. Receive quarterly reports													
on Board Monitoring							اما						
Requirements	√			V						V			
19. Review quarterly reports on					V				V				
OPS performance		V			V				V		\ \ \		
20. Receive annual report on													
Appointments made under													
Interprovincial Policing Act	'												
21. Receive annual report on													
Board Policy CR-1:													
Positive Workplace													
22. Receive annual report on		,											
Quality Assurance Unit,													
including compliance with													
Ministry standards. (FAC &													
Board) 23. Receive annual report on	.1												
Accessibility Plan	V												
24. Receive annual report on													Delayed to January
Human Rights and Racial											Х		2022.
Profiling Policy													
25. Approve annual Audit Plan												Х	A 3-year, 2019-2021
													Audit was approved.
													The plan is
													reviewed annually.
													A new plan is
													coming forward to
													the FAC/Board in
													January 2022.

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26. Receive annual report on Board Policy CR-7: Workforce Management:													
a) Promotion Process													
b) Non-Executive Succession Plan (incl. in Q4 Workforce Mgmt report)		X											The Service did not submit a non-executive succession plan.
27. Receive annual report on Board Policy CR-6: Public Consultation									Х		1		
28. Receive annual report on Executive Succession Planning		X											
29. Review annual report on Board discretionary funding												1	
30. Receive annual report on Secondary Activities													
31. Receive annual report on Equitable Work Environment (HR & Board)												X	Delayed to January 2022.
32. Review consultation plan for mental health strategy	1												
33. Review final report from Rubin Thomlinson on pilot									-	-	-	-	The Board reviewed the draft Assessment Report in September however the final report is expected to be released in January 2022.
34. Review OPS plan for deployment model for community police													There were no new growth hires in 2021.
Miscellaneous													

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Attend OAPSB Conference													
2. Attend CAPG Conference													
Attend OAPSB Fall Labour     Seminar											$\sqrt{}$		
Seminar													

FAC = Finance and Audit Committee; P&G = Policy & Governance Committee; HR = Human Resources Committee;

ED = Executive Director