



Ottawa Police Services Board  
**Policy and Governance Committee**

Minutes 9

Monday, 10 January, 2022, 9:00 AM

**Krista Ferraro, Executive Director**

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**Krista.Ferraro@ottawa.ca**

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Committee Members: D. Deans (Committee Chair), R. King, D. Nirman

Others: B. Johnson; C. Meehan; L.A. (Sandy) Smallwood; R. Swaita; K. Ferraro; Chief P. Sloly; Deputy Chief Steve Bell; Chief Administrative Officer B. Dunker; Acting Deputy Chief T. Ferguson; Inspector K. Maloney; Director M. Gauthier; Ministry Advisor L. Grey; Board Assistant H. Logan

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CONFIRMATION OF AGENDA

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**That the Policy and Governance Committee confirm the Agenda of the 10 January 2022 meeting.**

CARRIED

CONFIRMATION OF MINUTES

MINUTES #8 OF 20 APRIL 2021

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**That the Policy and Governance Committee confirm the Minutes #8 from the 20 April 2021 meeting.**

CARRIED

BUSINESS ARISING FROM MINUTES

There was no business arising from the minutes.

ITEMS OF BUSINESS

1. BOARD 2021 WORK PLAN: YEAR-END STATUS

2021 Work Plan – Year-End Report

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It was noted that although the Board had accomplished most of its planned work for 2021, there remained significant initiatives either requiring completion or needing to be started upon. The need to be mindful of the capacity of the Board when considering future annual workplans was noted.

Chair Deans then provided an overview of the year-end status, in which she noted the following incomplete tasks:

- The development of a new framework for the performance evaluation of the Executive Command: Work has been ongoing throughout the year on the framework however there were some unexpected delays which have pushed the completion date.
- A review of the Board's policies related to use of force: the Board did select and procure a firm to assist with this review. Some background materials were also compiled, including policies collected from Big 12 police services in the province. However much of the substantive work required for the review is still to be completed.
- Negotiations for a new collective agreement with the Senior Officers Association: these are ongoing.

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- The development of a new community engagement strategy, with the assistance of PACE: The Board has received a draft report. The final report is expected to come forward in January.
- The development of a terms of reference for a new Community Partnership Fund: Work on this task has been put on hold in order to align the intent of the fund with the final recommendations to come forward from PACE.
- A review of the Board's quarterly newsletter format: Board staff continue to look at revising the current format to improve its accessibility.

The following items were noted as having been delayed until 2022:

- Routine reviews of the Board's policies and bylaws, including the Board's Procedure Bylaw and False Alarm Reduction Bylaw;
- Development and implementation of the Board's Strategic Plan;
- Development of a Board crisis communications plan;
- Development of a framework for donation requests, to supplement the Board's Discretionary Fund Policy;
- Review of the calls for action within the Truth and Reconciliation Commission that apply to the OPSB and OPS and development of a corresponding action plan to implement the findings;
- A formal evaluation of the Board's Performance: every year, the ED prepares a Board Activity and Training report which serves as an informal evaluation of the Board. The Board usually conducts a more formal performance review process every four years. Our last formal evaluation was completed in 2017 therefore we are due to conduct another one.

A question was raised regarding barriers that prevented some of the work from being completed. The Board's Executive Director Krista Ferraro indicated that delays are mainly capacity related. The Board took on more work pieces than it could deliver on for 2021. There were also other factors, such as availability of consultants.

**That the Policy and Governance Committee receive this item for information.**

RECEIVED

2. DRAFT 2022 WORK PLAN

Draft 2022 Work Plan

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Chair Deans reminded the Committee that any tasks not completed in 2021 were carried over into the Board's 2022 workplan. New reporting requirements of the Service were introduced during the 2022 budget process, and those, too, are reflected in the workplan.

In addition, there are a number of routine policy reviews required in 2022, some of which are routine and others that have carried over from 2021.

Further, the Board had recently committed to the recruitment of a third deputy. It was clarified that this recruitment was undertaken as another deputy has been suspended since March of 2020, which has created instability in the senior leadership of the OPS.

A question was raised regarding the timeline for completion of items 22 through 26 of the workplan. It was noted that those initiatives do not have specific time set aside for completion.

**That the Policy & Governance Committee endorse the 2022 Board Work Plan and recommend its approval to the Ottawa Police Services Board.**

CARRIED

3. PROPOSED AMENDMENTS TO PROCEDURE BY-LAW NO. 3 OF 2014

Procedure By-law No.3 of 2014 with tracked changes

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The Board periodically conducts reviews of its existing policies and by-laws to ensure their relevance. It was noted that the Board's Procedure By-law was due for review in 2021, however it was delayed.

The Committee was provided with a version of the Procedure By-law in which there had been tracked changes made for their consideration.

Given that the Board was still awaiting PACE's final report, the suggested changes were relatively minor, housekeeping updates meant to reflect current practices.

Some of the amendments logged through tracked changes were around the hearing of delegations, with the intent of the changes being to assist the Board and the Board staff in better managing the increased number of delegation requests being received since the onset of the pandemic. Further, prior to the pandemic, the Board's in-camera meeting was held after the public meeting, whereas now it is held before. It was noted that this creates difficulty in managing requests received on the meeting day.

Following the overview, a comment was made that perhaps the By-law ought to note that Board members receive the minutes via email, however it was decided to leave the delivery method open-ended in case of a return to in-person meetings.

In addition, an amendment to the Motions section was suggested, which would require Board members to disseminate their planned motions in draft form to other members a minimum of two days prior to their meetings. Should a motion not be submitted two days in advance of the meeting, it would be tabled as a notice of motion to be considered at a future meeting. The Committee was reminded that now was not the time to discuss substantive changes to the By-law. Once the PACE report is brought forth, the Board will have another opportunity discuss such changes. The same point was made following a suggestion to require delegation requests to be submitted a minimum of 24 hours in advance of the Boards' meetings.

It was suggested that delegations speaking on general topics be held until the end of the meeting, rather than appearing prior to the items of business. It was again decided that this suggestion be held until the PACE report comes forth.

Member Nirman moved an amendment to reorder the Order of Business to list inquiries prior to delegations. A point was raised that out of respect for the public, it is best to keep the current practice of allowing them to appear prior to

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the inquiries. Neither Committee Member King nor Committee Chair Deans supported the amendment. The motion failed.

It was noted that Member Nirman could bring his motion forward to the Board at a future meeting.

**That the Policy and Governance Committee:**

- 1) Discuss and endorse the amendments to the Procedure By-law No. 3, of 2014, as outlined in the supporting documentation;**

CARRIED

- 2) Forward the amendments to the Board in the form of a notice of motion at its January 24, 2022, meeting, in order to enact the amendments at the 28 February 2022 meeting.**

CARRIED

OTHER BUSINESS

There was no other business.

NEXT MEETING

To be determined

ADJOURNMENT

The meeting adjourned at 9:40 a.m.