



Ontario
Association of
Police Services
Boards



2023-2025
ACTION PLAN

The Face and Voice of Police Governance in Ontario

A message from your Executive Director

On behalf of your Board of Directors, I am pleased to provide you with the 2023-2025 Action Plan for the Ontario Association of Police Services Boards. The OAPSB is rebuilding over the next three years. This plan is an extension of our Strategic Plan. The remaining months of 2022 will be used to review current policies, processes and work and ask the hard questions on whether the work should continue; does it align with our values and future vision for the OAPSB. If the work does not align with our goals, it will not continue. This action plan outlines the tangible steps we will take to achieve the commitments identified in our strategic plan. It outlines the activities, resources, timelines, and outcomes that get us closer to our vision of being the Centre of Excellence for Police Governance in Ontario.

Progress Reports on the activities of this plan will be documented and presented to your OAPSB Board of Directors at regular meetings commencing in 2023. These updates will be shared across the membership electronically through the member portal on the website.

The proclamation and in-force date(s) for the Community Safety and Policing Act (CSPA) are anticipated to occur during the 2023-2024 fiscal year. Police Services Boards across the province will be expected to be compliant with the act by the in-force date. As your association, it is our responsibility to support you in this endeavor and to provide you with the expertise, tools, and education you need to meet your legislative requirements under the CSPA. The OAPSB is prepared to advocate for and support police services boards, First Nation boards and soon to be detachment boards, as we transition to the CSPA. We are partnering with the Ministry of the Solicitor General in the development and delivery of your legislated training requirements. Our goal is to not only support you in the completion of the mandatory training requirements, but to continue to provide ancillary training opportunities to improve knowledge and provide practical application exercises to promote confidence and understanding. We will also be creating an electronic repository that will provide boards with generic templates to assist with policies, key messages and support for critical incidents.

We are striving to build the Centre of Excellence for police governance in the province of Ontario. A place where our membership can search for reliable information on trends and issues and have access to expertise and educational programming and opportunities. We will continue to work with the Ministry, our stakeholders, and partners to build a stronger community of practice. This collaborative approach to a strategic vision promotes our shared purpose and passion for sustainable change.

We are excited for the work ahead of us and all that we will achieve together to build stronger police governance and ultimately safer communities throughout Ontario.

Lisa Darling

Executive Director, OAPSB



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Who We Are

We are the collective face and voice of Police Boards throughout Ontario. We are committed to advocate for legislation and provincial support to create a consistent structure and standards for police governance across Ontario. Our focus is providing our members with the tools, knowledge and professional supports they need to establish priorities, objectives, policies and performance expectations for their police service of jurisdiction.

Our Vision

Be the Centre of Excellence for Police Governance in the Province of Ontario.

We will lead a community of practice designed to capitalize on the passion, expertise, and diverse perspectives of its members to ensure effective governance of every member police board.

Our Mission

Equip every police board with the knowledge to govern effectively. We will achieve this through advocacy, expertise, and education.

Our Values

Values define organizational culture and communicate what we stand for; they guide our actions and are the motivation for every decision we make.

We value...

Integrity:

Developing trusted leadership through ethical decision making and practices aligned with the values and needs of our membership and their communities.

Passion:

Inspiring shared ownership through meaningful collaboration and engagement with our partners, membership and stakeholders.

Community:

Creating the opportunity for a structured sharing of best practices and knowledge through a community of practice.

Striving for excellence through Diversity and Inclusion:

Creating the environment for better discussions, decisions and outcomes for police governance in Ontario by embracing equity, diversity and inclusion and imbedding it in our organizational strategic pillars.



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Our Strategic Pillars

ADVOCACY

Being the voice of our membership on legislation and issues impacting police governance and officer & public safety

EXPERTISE

Developing a repository of best practices and provide expert advice in board responsibilities under the CSPA

EDUCATION

Providing ongoing training and development for our members
in collaboration with our stakeholders and partners

Advocacy

Being the voice of our membership on legislation and issues impacting police governance and officer & public safety

Commitments	Activities	Timeline	Resources	Partners	Anticipated outcome
Work with the Ministry and partners in policing and governance professionals to develop the outstanding regulations under the CSPA.	<ul style="list-style-type: none"> Participation in regulation consultations with the Ministry. Advocate for inclusion of language in support of police governance for both Municipal PSBs and Detachment Boards Align with Partners on areas of mutual interest 	Fall -2022-Spring 2023	<p>Survey tool for boards to share comments</p> <p>Portal for immediate communication with member police services boards</p> <p>Legal expertise</p>	<p>Ministry of the Solicitor General OACP, PAO, TPSB, OPP, TPSA EDI groups</p>	<p>Completion of Regulations that clarify requirements for Municipal and First Nations PSBs and Detachment Boards to meet their legislated responsibilities, including, timelines, policy and training requirements</p>
Advocate on Behalf of PSBs in Ontario with Provincial and Federal governments regarding legislative changes	<p>Develop a more formal process to work with member boards to share information and advocate on their behalf</p> <p>Host an Advocacy Day at Queens Park</p>	<p>January 2023 - Completion of technical solution for two way sharing</p> <p>January 2023 - Completion of proposal document for consideration</p> <p>March 2023 - Advocacy Day</p>	<p>Technical support</p> <p>Financial cost- but will be absorbed in overall branding budget.</p> <p>Legal expertise</p> <p>Policy expertise</p> <p>Financial – 15,000 for Advocacy Day</p> <p>Advocacy Expertise -Bruce Chapman & Lynne Hamilton</p>	<p>Municipal an First Nations PSBs and Detachment Boards. CAPG, Provincial Governance Associations</p> <p>Police Associations, OACP AMO</p>	<p>An equitable and consistent process for advocacy within the OAPSB in coordination with our partners.</p> <p>Creates change in laws through a unified presentation to governments on issues mutual interest impacting police and governance– Stronger Voice</p>
Proactively engage with Ministry and partners to identify emerging trends and issues	<p>Scheduled regular meetings between ED and partners individually and collectively</p> <p>Build relationships with partners to develop a network for collaboration to influence legislation, training and share resources to effect outcomes</p>	<p>Initial meetings occurring,</p> <p>Expectation to meet with each partner a minimum of 3x per year</p> <p>Collectively – once per year</p>	<p>Physical location for meetings</p> <p>Financial cost --Shared cost between the partners</p>	<p>OAPSB Zones and the Big 12, CAPG, Provincial Governance Associations</p> <p>Police Associations, OACP AMO Bruce Chapman and Lynne Hamilton</p>	<p>Effective strategic planning and operational planning at the Board level</p> <p>Consistent and timely policy development, education and advocacy prior to critical incidents and major events</p>

Advocacy

Being the voice of our membership on legislation and issues impacting police governance and officer & public safety

Commitments	Activities	Timeline	Resources	Partners	Anticipated outcome
Rebranding of the OAPSB Develop Media Relations and a Communications Strategy	<p>Development of comprehensive internal and external communication strategy</p> <p>Update current website to provide more timely access and 2-way capability for communication between boards and the OAPSB.</p> <p>Logo development</p> <p>Engagement of more members contributing to messaging</p> <p>Refresh Training on SM for ED and Board members and zones</p> <p>Create greater presence on Twitter, Facebook and Instagram</p> <p>Support partners messaging and in turn have them support our messaging</p>	<p>May 2023 – to finalize plan</p> <p>January 2023 – ongoing</p> <p>January 2023</p> <p>Spring 2023</p> <p>Spring 2023 - ongoing</p>	<p>Technical support</p> <p>Financial cost to revamp website – line item in budget</p> <p>Rhino Interactive (service provider)</p> <p>Connect Dot Management</p>	<p>Educational institution (TBD)</p> <p>OAPSB Zones</p> <p>OACP, AMO, PAO, OPPA, CAPG, TPSB, Ministry</p>	<p>Consistent messaging and presence that defines our mandate and clearly articulates the position of Police Governance in Ontario on legislation issues and trends</p> <p>Collective messaging across partners on issues of mutual interest to broaden and share audiences.</p>
Provide Access to legal position on legislation and issues impacting police governance and policing in Ontario.	<p>Develop repository of OAPSB and partners position on legislation impacting policing, police governance and community safety</p>	<p>Ongoing – Issue driven timeline</p>	<p>Legal Expertise</p> <p>Technical solution</p>	<p>OACP, OPP, CAPG, TPSB, PAO, OPPA</p>	<p>Work with partners to be proactive on issues –for more effective advocacy</p>

Expertise

Developing a repository of best practices and providing expert advice on board responsibilities under the CPSA

Commitments	Activities	Timeline	Resources	Partners	Anticipated outcome
Police Services Boards' Policy Development Review and Dissemination	<p>Review of policies required under PSA and CSPA Creation of consistent templates for board policies to be shared through the membership portal</p> <p>Assist member boards with new policies</p>	<p>Commencing January 2023 – ongoing</p> <p>Share initial draft templates with PSBs – September 2023</p>	<p>Membership portal Police Services Boards policy manuals Technical resources – Connect Dot Management</p>	<p>OAPSB Zones Police Services Boards Office of the Inspector General</p>	<p>Consistent policies for all police services boards</p>
Work with Partners to develop a list of critical polices for all police services	<p>Meeting with OACP and OPP to create list of critical policies and required content based on size and scope of services Share the list of policies with PSBs</p>	<p>Complete initial list by September 2023</p> <p>Share initial list with PSBs – September 2023</p>	<p>Membership portal- technical solution Policy expertise</p>	<p>OACP OPP Office of the Inspector General</p>	<p>Consistent Critical policies for all police services across Ontario</p> <p>Governance by PSB to ensure critical policies exist and meet requirements</p>
Review and Develop Effective Equity, Diversity an Inclusion strategies and initiatives	<p>Meet with police based EDI Groups</p> <p>Collect EDI strategies from Police Services and Police Boards in Ontario to share with PSBs</p>	<p>Share content from EDI groups on our website by September 2023</p> <p>Complete repository of strategies by September 2023 Ongoing efforts</p>	<p>Membership portal- technical solution</p>	<p>ABLE, OWLE, AWIP, Serving with PRIDE and community based EDI groups/committees</p> <p>Educational Institution – TBD</p>	<p>Build knowledge on EDI impacts on police services and communities Set Expectations to incorporate aspects of EDI into training and policies for police and governance boards</p>

Expertise

Developing a repository of best practices and provide expert advice on board responsibilities under the CPSA

Commitments	Activities	Timeline	Resources	Partners	Anticipated outcome
Assist police boards in hiring and evaluation criteria for police leaders and board members	<p>Develop repository of hiring processes and evaluation criteria for police leaders across Ontario</p> <p>Develop standardized templates for evaluations</p>	Completed December 2023	Human Resources Professionals Technical solution – membership Portal	Police Services Boards Office of the Inspector General OACP	<p>Consistent hiring processes – criteria across the sector.</p> <p>Character based leadership in Policing</p> <p>Effective performance management of Police Leaders by Police Services Boards</p>
Budget support for Police Services Boards and Detachment Boards	<p>Develop survey to boards to clarify budget process</p> <p>Share information on Board budgets for police services boards of similar size and scope – and OPP boards</p> <p>Provide resources on member portal</p> <p>Provide access to expertise to assist and review budget process</p>	Commence October 2023 for 2024 budget	<p>Financial expertise – police budgets – OPP and Municipal and First Nations Boards</p> <p>Connect Dot Management</p> <p>Membership portal- technical solution</p>	Financial/Police Budget Expertise (TBD)	<p>Consistent budgeting process and budgets for police services boards – based on size and scope of police service (Municipal vs OPP)</p>

Education

Ongoing Training and Development for our Members in Collaboration with our Stakeholders and Partners

Commitments	Activities	Timeline	Resources	Partners	Anticipated outcome
Participate with the Ministry on the development of legislated on-line training requirements under the CSPA. Supporting police boards in completing mandatory training to ensure qualifications for board members have been met prior to executing their duties on a board.	Develop Project Plan outlining partnership with the Ministry on the development, delivery and support of legislated training	November 2022 – Project Plan	Selected Board members to review training for understanding and cultural awareness/sensitivity	Ministry of the Solicitor General, OPC OAPSB Zones	All mandatory training completed by the in-force date or deadline
Development of ancillary training designed to provide consistency in knowledge, understanding and confidence in the role of police services boards across the province. (directed case study and scenario-based training to support legislated training and emerging trends and issues) including EDI and psychological safety training	<p>Develop job spec for contract(s) engagement/education officer FTE(s) – pending approval</p> <p>Develop a project plan utilizing zone structure and technical solution to provide additional training and educational support for police boards across the province</p> <p>Seeking out partnerships with educational institution(s) to assist in the design of adult specific training techniques to be used for ongoing training requirement</p> <p>Seek out partnerships with EDI groups to help develop and share available training with board</p>	<p>Anticipated completion of job spec December 2022</p> <p>May 2023 for plan completion Training –Anticipated to commence at zone meeting Fall of 2023 – on going</p> <p>March 2023 - ongoing</p> <p>March 2023 – ongoing</p>	<p>Human resources – Hiring of contract staff</p> <p>Financial impact with the hiring of contract employee(s) to assist with training and preparation of the in-force date of the CSPA</p> <p>Increased travel expenses for staff</p>	Ministry, OPC, OACP, OPP, TPSB, CAPG, PAO, OPPA OAPSB Zones Educational Institution(s) TBD	<p>Contract employee(s) hired to align with performance expectations identified in the project plan – Anticipated to be hired by February 2023</p> <p>Additional training provided at zone meetings and online to support understanding of legislative requirements including human rights and EDI</p> <p>Continued supports and training on identified trends/issues brought forward by zones, membership and partners</p>

Education

Ongoing Training and Development for our Members in Collaboration with our Stakeholders and Partners

Commitments	Activities	Timeline	Resources	Partners	Anticipated outcome
<p>Partner with Canadian Association of Police Governance (CAPG) and other partners in education to provide access to webinars and educational material through our members only access of the OAPSB website.</p>	<p>A reciprocal membership agreement to share information and training opportunities with membership</p> <p>Video Library of virtual training and virtual learning</p> <p>Provide Access to External Governance Training opportunities</p>	<p>October 2022</p>	<p>Upfront financial impact for presentation attendance and for for participating in Joint Initiatives</p> <p>Connect Dot Management</p>	<p>CAPG, Educational Institutions, Policing Partners</p>	<p>Increase available training to members</p> <p>virtual sessions and in-person events</p>
	<p>Partner with the CAPG and other partners to provide shared training initiatives for members</p> <p>Corporate sponsorship to offset cost to membership</p>	<p>Spring 2024 (TBD)</p>			<p>Shared costs and revenues with CAPG</p>