



# BUSINESS PLAN

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**2017/18 – 2019/20**

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## Executive Summary

### Key Achievements for 2016-17:

The OIPRD:

- Enhanced its mediation program with an agreement between the OIPRD and 12 police services for the development of a pilot project for enhanced mediation, to be implemented in 2017.
- Increased outreach to youth and youth workers, Indigenous communities and organizations, mental health organizations and community support groups.
- Received an Order-in-Council, under section 119(1)(r) of the Youth Criminal Justice Act (YCJA) to assist the agency in its ability to deal with youth matters. This is due to YCJA restrictions for access to youth records to an enumerated list of persons.
- Released an updated OIPRD Rules of Procedures in July 2016 to assist with the fair and effective day-to-day running of the public complaints system.
- Released its systemic review report “Casting the Net,” a review of the Ontario Provincial Police’s practices for DNA canvasses.
- Released the terms of reference for a systemic review of Ontario police services’ policies and practices for conducting strip searches of people arrested or otherwise detained.
- Released the terms of reference for a systemic review of Thunder Bay Police Service’s practices for policing Indigenous Peoples.
- Updated its Information Technology infrastructure, which included the virtualization of all servers to support the organization’s electronic file complaints system and to secure data transfer of files between police services and its case management system.
- Received Divisional Court recognition of the Director’s overarching public interest role in the public complaints process and had the court grant the Director standing to launch judicial reviews in relation to that process.
- Responded to an increased number of judicial review applications, YCJA applications for access to youth records, appeals to the Ontario Civilian Police Commission (OCPD), Human Rights Tribunal of Ontario (HRTO) applications and Police Services Act (PSA) disciplinary hearings.
- Developed a comprehensive training plan to support a workforce that is flexible and responsive to a number of emerging needs for police oversight, including:

specialized training on unconscious bias, screening and decision-making, and letter writing.

- Developed a five-year strategic plan to refocus and revitalize the agency, and to respond to a number of current and upcoming initiatives that will impact operations.
- Held a number of staff-led diversity and inclusion activities to celebrate diversity and support employee engagement. These activities included a Fort McMurray fundraiser, Pride Day and Canada Day festivities, and Diwali celebrations.

## **Strategies for Next Three Years:**

The OIPRD will:

- Conduct and report on the following systemic reviews that have been undertaken: Ontario police use of force in dealing with people in crisis, Ontario police services' policies and practices for conducting strip searches of people arrested or otherwise detained and the Thunder Bay Police Service's practices for policing Indigenous Peoples.
- Implement recommendations from the Independent Police Oversight Review to strengthen the public complaints system.
- Conduct audits of police practices regarding the administration of the complaints process to enhance accountability.
- Continue to advocate for legislative amendments to the PSA that would allow for the oversight of public complaints to be carried out with fewer impediments.
- Launch a pilot program for enhanced mediation that will provide a more systematic approach to encouraging and carrying out Informal Resolutions and will make the Informal Resolution process more effective.
- Enhance and improve transparency and accountability by developing summaries of complaint investigations and outcomes and posting them publicly.
- Increase public awareness of the agency by expanding channels of information to include videos on the website, and by engaging specific stakeholders such as Indigenous people.

## Mandate

The OIPRD's mandate is to receive, manage and oversee all public complaints regarding the conduct of police officers, the policies of a police service and the services provided by the police in Ontario.

The Premier's September 2016 mandate letter to the Attorney General emphasized the need for strengthening police oversight in Ontario by supporting the independent review that was conducted by the Honourable Michael H. Tulloch to enhance the transparency and accountability of the province's three police oversight bodies. The mandate letter also called on the ministry to take concrete steps to strengthen the relationship between Indigenous peoples and the justice system through the implementation of the Truth and Reconciliation Commission's Calls to Action.

The OIPRD's vision is to enhance confidence in the public complaints system through excellence in the independent and impartial oversight of police in Ontario.

The agency's mission is to provide effective management and oversight of public complaints, promote accountability of police services across Ontario and increase confidence in the public complaints system.

The OIPRD has developed a strategic plan with four key priorities to guide the organization:

- Confidence in the complaints system
- Excellence in police oversight
- Influence change in police policies and practices
- Maintain a professional, committed and engaged workforce

The OIPRD is guided by the principles of:

- **Accountability:** Improving transparency and accountability of the public complaints system and maintaining accountability for actions to stakeholders.
- **Integrity:** Providing professional, objective, timely services to all stakeholders, respecting the privacy and dignity of stakeholders and treating them fairly.
- **Independence:** Overseeing investigations by police services in a fair, transparent and effective manner and conducting independent investigations thoroughly and fairly.

- **Accessibility:** Delivering a modern, accessible system for the public to lodge complaints about police in Ontario and building public awareness about the complaints system.
- **Diversity and Inclusion:** Being responsive to and inclusive of diversity in delivering OIPRD services.

The OIPRD's mandate merges the government's priority of promoting fairness and access to justice with the Ministry of the Attorney General's vision of an innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law. Its mandate also aligns with the Agency and Tribunal Relations Division's strategic plan priorities:

- Modern, accessible, effective and efficient agencies and tribunals that deliver quality client and public services.
- Agencies and tribunals that are highly collaborative among themselves and across the Ontario Public Service, the broader public service and stakeholders to achieve client-centred public service.
- Agencies and tribunals that have a consistent, comparable, streamlined and transparent accountability framework.
- Decisions that are based on data and evidence, and outcomes that are measured for continued improvement.
- An inclusive, flexible, diverse and healthy work environment.

## Overview of Programs and Activities

The OIPRD manages approximately 3,000 complaints annually. The agency receives complaints through its website, by email, by mail or fax and from police services where a complainant makes their complaint at a police station. The administration of the public complaint system involves the following core activities:

- Receiving public complaints, determining whether they should proceed to investigation and whether the matters should be referred to a police service or retained by the OIPRD for investigation.
- Providing opportunities for complainants and respondent officers to voluntarily resolve complaints before they are formally screened through the Customer Service Resolution (CSR) program.
- Corresponding and liaising with complainants and police services, and tracking the progress of complaints through to completion.
- Promoting informal resolution to resolve less serious allegations of misconduct during the investigation of a complaint.
- Providing mediation services to allow complaints to be resolved through mediation between the complainant and the respondent officer. The Enhanced Mediation Program pilot provides for a more systematic process to move complaints into the Informal Resolution process.
- Overseeing public complaints referred to police services to ensure that all police investigations are fair, complete and meet a reasonable standard to provide consistency of investigations throughout the province.
- Conducting comprehensive investigative file reviews of investigations conducted by police services where complainants have requested a review under the PSA.
- Conducting impartial and independent investigations, with timelines similar to those imposed on police services.
- Preparing investigative reports for the Director to determine whether reasonable grounds exist to find that misconduct has occurred.
- Conducting systemic reviews and audits as prescribed in the PSA.
- Responding to legal proceedings such as applications for judicial review, applications for production of OIPRD records, civil claims and applications before the HRTO.
- Representing the public interest in appeals from disciplinary hearings to the OCPC and the Divisional Court.

- Ensuring the OIPRD is in compliance with all federal and provincial legislation such as the YCJA, Human Rights Code and the Freedom of Information and Protection of Privacy Act.
- Advocating for legislative changes to the PSA to improve the public complaints system.
- Developing and implementing stakeholder engagement strategies to raise awareness of the OIPRD among members of the public and police.
- Providing education and information about OIPRD processes, programs and activities through seminars, the OIPRD website and printed material, including annual reports.

## Environmental Scan and Risks

### External Factors:

The main drivers that will shape the OIPRD's mandate and operations over the coming years are the recommendations that came out of the Independent Police Oversight Review and the decisions that the Ontario government will make on those recommendations. Changes to the PSA as a result of the government's Strategy for a Safer Ontario will also have an impact on OIPRD processes.

### Independent Police Oversight Review

In April 2016, the government appointed the Honourable Michael H. Tulloch, a judge of the Ontario Court of Appeal, to lead an independent review of the three agencies that oversee police conduct in the province: the Special Investigations Unit (SIU), the OIPRD, and the Ontario Civilian Police Commission (OCPC).

Justice Tulloch was asked to provide the government with recommendations on ways to enhance the transparency and accountability of the province's three police oversight bodies, while at the same time ensuring that these agencies are carrying out their work as effectively and efficiently as possible.

As part of his review, Justice Tulloch held stakeholder and public consultations across Ontario. The final report containing recommendations was delivered to the Attorney General on March 31, 2017, and was made available to the public on April 6, 2017.

### Strategy for a Safer Ontario

In 2015, the Minister of Community Safety and Correctional Services announced that the government was developing a new Strategy for a Safer Ontario that would include updating the PSA. In 2016, the minister held public consultations throughout Ontario seeking input on how to:

- Enhance accountability and strengthen civilian governance of police services boards, and how to ensure police oversight bodies are effective and have clear mandates.
- Improve interactions between police and vulnerable Ontarians, including enhancing frontline responses to those in crisis.
- Clarify police duties, modernize training programs and deliver services using a range of public safety personnel.
- Develop a provincial framework for First Nations policing to ensure equitable and culturally responsive policing for the province's First Nations communities.

The Premier's September 2016 mandate letter to the Minister of Community Safety and Correctional Services indicated that the minister would introduce legislation in spring 2017 to modernize the PSA. The ministry would also develop options to prioritize de-escalation in police interactions with the public and engage Indigenous partners to develop options for a provincial framework for First Nations policing.

Any changes to the PSA affecting civilian oversight and Part V of the PSA will have an impact on the OIPRD mandate, which may require the OIPRD to restructure or make changes to its processes, procedures, and program areas.

## **Police Street Check Regulation**

Ontario's new Collection of Identifying Information in Certain Circumstances (CIICC) regulation came into force January 1, 2017, and includes amendments to the Code of Conduct.

The regulation establishes new rules for voluntary police-public interactions where identifying information is collected. Following any such interaction, police must offer a written record of any interactions with the public, including the officer's name and badge number, along with information on how to contact the OIPRD.

The Director has indicated that when the new regulation is in force, the OIPRD will, initially, retain all complaints about street checks to ensure police officers are complying with the regulation.

Regulations regarding street checks will affect the OIPRD's operations, most likely increasing the number of complaints received and investigated, thereby increasing the OIPRD's workload.

## **Accountability and Transparency**

There is now greater public expectation for accountability and transparency from civilian agencies that oversee police. In fact, it was as a result of public pressure from advocacy groups that the Ontario government called for the Independent Police Oversight Review.

The OIPRD is experiencing greater public scrutiny of its decisions and processes. While the OIPRD works hard to maintain accountable and transparent practices regarding the public complaints system, it must preserve confidentiality regarding public complaints as mandated by the PSA and therefore, cannot comment publicly on individual complaints. The OIPRD continues to be accountable to individual complainants through communication throughout the process and by providing every complainant with a comprehensive written investigative report. Police services are also directed to provide

an investigative report to complainants where matters are referred to them for investigation.

## **Media and Public Opinion**

Civilian oversight of police has become an emerging issue for the public in Ontario. The media is publishing, posting and broadcasting an increasing number of stories on civilian oversight of police, use-of-force incidents, police involvement with people with mental health issues, police street checks and protests by groups calling for the OIPRD to retain more investigations because they are unhappy with police investigating police. There are also calls for the OIPRD to collect race-based data.

## **Indigenous Communities: Emerging Matters**

Potential expansion of police oversight to First Nations communities has been an area of interest to First Nations leaders and a discussion point at the Adequacy Standards Table (AST). In early 2015, MCSCS and Nishnawbe Aski Nation (NAN) commenced discussions to work on enhancing the quality and sustainability of First Nations policing in NAN communities.

NAN and other First Nations communities have reached out to the OIPRD to obtain insight on how to implement various procedures on First Nations police oversight.

Furthermore, the Strategy for a Safer Ontario and the most recent mandate letter from the Premier have both given direction to address First Nations issues, specifically First Nations police oversight.

Lastly, the associated competencies, representativeness, and measurement of those components are areas that will result in resource and training impacts when implemented by the government.

## **Legal Issues**

The number of legal matters involving the OIPRD has increased over the past years. Legal counsel has responded to numerous applications for judicial review, applications before the HRTO, appeals before OCPC and applications seeking access to OIPRD records in the past year. The OIPRD is also involved in three matters where applicants have sought leave to appeal to the Court of Appeal, and expects that these applications will continue in the future.

In addition, OIPRD counsel are overseeing and instructing outside counsel on a number of civil proceedings and judicial reviews. These applications are in addition to the legal and strategic advice and preparation of other documents. Additionally, the Legal Unit drafts the Director's reasons for decisions on Requests for Review. This increased

pressure on the Legal Unit has the potential to affect the timeliness of OIPRD processes and investigations and, as a result, stakeholder satisfaction.

## **Internal Factors:**

### **Workload Issues**

The complexity of the complaints that the OIPRD receives has increased. Complicated complaints require more staff hours to screen.

The reasons for decision on matters that are screened out or reviewed pursuant to a Request for Review require detailed reasons given the decision by the Court of Appeal in Wall v. IPRD. Counsel assist with drafting all screen out reasons including all decisions relating to complaints about police chiefs, letters for the Director responding to numerous issues, and preparing material for applications to the respective police services board deciding on the reasonableness of delay following an OIPRD investigation.

Investigating complaints has similarly become more complex and time-consuming. Investigating complaints often involves an increased number of witnesses and issues that require analysis/consultations and findings to be made, or where there are concurrent and ongoing criminal investigations.

The number of disciplinary hearings resulting from OIPRD retained investigation has increased, which often requires preparation of documents and disclosure, as well as the attendance of the investigator and counsel at the hearing.

Requests for Reviews continue to be more complex, with many complainants filing lengthy submissions on review thereby requiring more in-depth and lengthy reasons from the Director on the decision.

The OIPRD has a right to be heard on appeals to the OCPC emanating from public complaint disciplinary hearings. This requires counsel to respond to facts and appear to make submissions, specifically on issues of public interest that may affect the complaints system. The number of appeals to both OCPC and the Divisional Court are on the rise.

Parallel criminal and disciplinary investigations require special attention from both the investigators and legal counsel, and the need to obtain production from either the SIU, the police service, or Crown Law Office Criminal in situations where criminal charges have been laid against the officer(s).

### **Systemic Reviews**

The OIPRD is undertaking three systemic reviews and plans to launch additional reviews. The most recently announced review will focus on Thunder Bay Police

Service's practices for policing Indigenous peoples. Another systemic review is focusing on Ontario police services' policies and practices for conducting strip searches of people arrested or otherwise detained, and the third on-going review is examining Ontario police services' use of force, lethal use of force, de-escalation techniques and approaches in dealing with people in crisis.

Systemic reviews create a significant resource impact on all units across the organization and the OIPRD does not have dedicated staff to conduct these reviews.

## **Digital Innovation**

The Attorney General will continue to expand innovative online service delivery in the justice system and at ministry agencies, boards and commissions in order to provide Ontarians with services that are more accessible, responsive and easy to use.

New requirements for online services, accessibility, a new case management system to support responding to data analytics such as race-based data, responding to public inquiries and reporting on metrics could impact the OIPRD's internal processes, staff and financial resources.

## Strategic Directions and Implementation Plan

The OIPRD has identified four clear priorities that will shape the agency's direction over the next three to five years: Building confidence in the complaints system, achieving excellence in police oversight, influencing change in police policies and practices, and supporting professional, committed and engaged employees.

These priorities align with the ministry key priorities to modernize and streamline processes and supporting technology while maintaining core functions, develop and retain a skilled workforce and promote accountability and value for money.

### **Build confidence in the complaints system**

- Ensure public complaints are managed and investigated in a timely and impartial manner through to completion.
- Demonstrate transparency through increased reporting of complaints on the OIPRD's website.
- Engage specific stakeholders through strategic outreach and comprehensive online information.
- Efficient intake and case management of complaints and clear detailed communications with complainants and stakeholders.

### **Achieve excellence in police oversight**

- Improve the quality and timeliness of OIPRD investigations.
- Implement transformative information technology and business processes to support case management, research and analytics.
- Increase the number of cases resolved through mediation and informal resolution.
- Improve police service investigations through timely and high-quality review processes.
- Promote accountability of police services.

### **Influence change in police policies and practices**

- Responsive and timely systemic reviews, including research and anticipating future trends in policing and issues of concern.

- Lead and promote innovations and best practices in police oversight including seeking legislative amendments to the PSA to more effectively manage and oversee the public complaints system.
- Publicly report on emerging legal issues and cases involving complaints about police.
- Improve policing practices through audits. Conduct performance audits of police services' administration of complaints.

## **Professional, committed and engaged employees**

- Flexible and responsive workforce that rapidly adjusts to changing business environment.
- Create a knowledge management framework to support the implementation of an ongoing comprehensive training program to enhance staff skills.
- Develop a human capital plan to include strategies for succession planning and future operational needs.
- Implementation of an employee engagement strategic plan to increase employee engagement while fostering an inclusive work environment that respects and embraces diversity.

These goals rest on having appropriate resources and funding for the agency, and legislation, regulations and policies that supports the agency's goals. The OIPRD continues to meet the challenges of ongoing fiscal constraints and manage resources efficiently and effectively to meet its operational and strategic goals.

## Human Capital Plan

The OIPRD will be responding to a number of issues and challenges raised in the environmental scan section, including its Human Capital Plan, to include a mandate review conducted by the Ministry of the Attorney General. This is an independent review of the civilian agencies overseeing police in Ontario, including the SIU, the OIPRD and the OCPC, First Nations policing, and the Strategy for a Safer Ontario, a new provincial plan for policing currently in development by MCSCS.

As the business of the OIPRD has changed since the organization's inception, so too has its human capital planning requirements. In order to address its human capital issues and challenges, the OIPRD plans on proceeding with the following:

### **Employer of choice:**

- Increase employee engagement through the implementation of an employee engagement strategic plan by using the Executive Management Committee and the Diversity and Inclusion Committee as a vehicle to identify emerging issues, diversity activities and opportunities to support staff in maintaining a healthy work environment.
- Foster an inclusive work environment that respects and embraces diversity.
- Continue to reach out to the community to integrate knowledge sharing and mentoring in the area of police oversight as a core practice of our Human Capital Plan. (This year the OIPRD has integrated a co-op student from Humber College, an area high school co-op student, a four-month co-op student from Ryerson University, an eight-month law articling student, and a law student from the Ryerson University Law Practice Program).

### **Develop leadership management and professional skills:**

- Implementing strategies for succession planning in preparation for future operational needs in all units.
- Support continuous training and development by implementing the agency's Training Plan.

### **Increase workforce flexibility and mobility:**

- Creation of a knowledge management framework including initiatives aligned with the purpose of enabling people, processes and technology.
- Utilize internal (within OIPRD) and external (other agencies, boards, commissions and/or ministries) job shadowing programs.

## HR initiatives that align with its strategic goals and priorities:

- Implement changes to support the restructured investigations unit to meet increase in scope of work and operational deliverables (additional management layer and moving ahead with hiring process).
- Assess the Enhanced Mediation Program impacts, and respond to operational process and human resources needs.
- Explore the creation of a systemic review unit to support the future work on systemic reviews and explore creative options to support the current workload on systemic reviews.
- Seek opportunities to establish regional investigative models.
- Evaluating the operational and human resources impacts and adjusting the Human Capital Plan requirements to support any recommendations coming out of the Independent Police Oversight Review.
- A three-year outlook is in place for succession planning in all areas within the agency, and given the relatively young workforce, it is not anticipated that staff turnover would have any negative impacts.

## Human Resources Current and Outlook

Staff Numbers (Staff Strength)

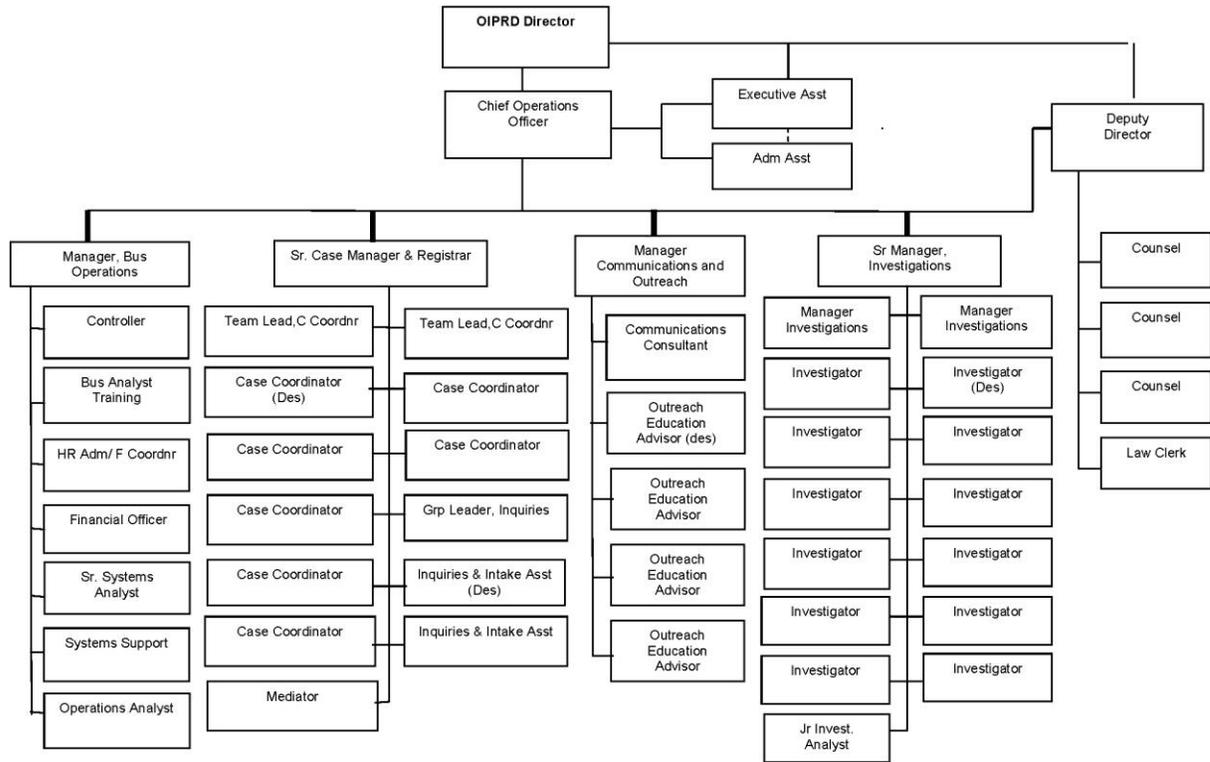
At November 30, 2016

	Management	Union	Non-Union	TOTAL
Permanent	7	43	0	50
Contract	0	9	0	9
Temporary	2	0	0	2
<b>TOTAL</b>	<b>9</b>	<b>52</b>	<b>0</b>	<b>61</b>
Order-in-Council	1	0	0	1

# Organizational Chart

## Office of the Independent Police Review Director

OIPRD Organization Chart December 13, 2016



## Communications Plan

The OIPRD has a mandate to educate stakeholders and the general public about the public complaints system. Section 58(4) of the PSA states that the “Director shall provide publicly accessible information about the public complaints system and shall arrange for the provision of assistance to members of the public in making a complaint.”

Each year, the OIPRD develops a communications and outreach strategic plan to support the goals and activities of the OIPRD, consistent with its strategic directions and priorities. The primary goal of OIPRD communications and outreach is to increase public awareness and provide information about the complaints system to the public and the police, to ensure communities and police understand how the complaint process works and why civilian oversight is important.

The OIPRD’s stakeholders include the general public, community groups, police services, police services boards and policing organizations. The agency considers effective and timely communications to all stakeholders important to fulfilling its mandate.

The OIPRD’s corporate communications initiatives over the next year will include:

- Expanding the information provided to the public on the website.
- Produce informational videos for inclusion on the website.
- Rolling out a strategic outreach plan that outlines approaches and initiatives to engage stakeholders.
- Developing a variety of outreach material to ensure stakeholder understanding and satisfaction.
- Developing and updating printed material including a mediation brochure.
- Developing issues management and media relations plans to manage contentious issues.
- Producing an annual report.
- Seeking feedback from stakeholders on the effectiveness of the public complaints system.

## Diversity and Inclusion Plan

The OIPRD endeavours to be responsive to and inclusive of the diversity of the broader community through our people, processes and services, with measurable results:

- **People:** Through its hiring and people practices, the OIPRD endeavours to ensure that its staff reflect the population of Ontario. The organization is committed to providing staff with the tools they need to maintain respectful relationships with stakeholders, in the expectation that they will also be treated with dignity and respect within the organization.
- **Processes:** The OIPRD continuously examines its processes, policies and practices to identify and eliminate barriers in order to foster a healthy and safe workplace environment that promotes fairness and equitable access for employees and the public.
- **Services:** The OIPRD is committed to ensuring its services are inclusive, fair and responsive and that they accommodate the diversity of values, norms and challenges of the communities and stakeholders to whom they are provided.
- **Results:** The OIPRD measures its performance through accessible methods, including surveys to target groups and soliciting feedback. The organization analyses the data that is disseminated to the OIPRD Executive Management Committee for continuous improvement.

As diversity and inclusion is a core component of the OIPRD's make-up, the agency has an ongoing committee and its goal continues to be to foster diversity, inclusion and employee engagement through recognition of employees' individuality, diversity and culture.

The OIPRD renews its diversity committee membership every year to give employees the opportunity to participate, engage and educate on various cultural events and activities.

Some staff-led initiatives over the past year include:

- Pour l'amour du Français - Francophone Day (April 28, 2016)
- Lunch for a Cause - Salad Competition for Fort McMurray (May 18, 2016) (proceeds donated to the Canadian Red Cross)
- Pride Spirit Day – Show Your Colours (June 24, 2016)
- Canada Day Luncheon (June 30, 2016) (Fundraising Event – charity organization)
- Orange Shirt Day - Video on Residential Schools (September 30, 2016)
- Multicultural Celebrations - Diwali (October 28, 2016)
- Halloween Celebrations (October 31, 2016)

## Multi-Year Accessibility Plan

The Multi-Year Accessibility Plan will be updated this fiscal year in order to outline commitments and goals for the next five years. The OIPRD is committed to:

- Providing an inclusive and accessible environment in which all members of the public have equal access to its services and are treated with dignity and respect.
- Aiming to provide its services in accordance with the Ontario Human Rights Code (the Code) and the Accessibility Standards for Customer Service made under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).
- Providing accommodation for all persons with identified disabilities under the AODA in relation to services and materials provided by the OIPRD. Following consultations with accessibility stakeholder groups, the OIPRD noted barriers in regard to its facilities and methods of communications. The facility barriers have been removed, many barriers regarding information and communication have also been removed and this area will continue to be addressed on an ongoing basis.

### **Customer Service:**

The OIPRD is committed to ensuring that all staff and stakeholders, whatever their ability, work in an accommodating environment and receive accessible goods and services. The following targets have been achieved and continue on an ongoing basis:

- Reviewing and updating policies and standards regularly to ensure high-quality, accessible services to stakeholders.
- Consulting with key stakeholders and advisory groups on emerging or changing requirements.
- Embedding accessibility requirements into staff training and orientation materials.
- Using internal expertise to conduct reviews of policies and processes to ensure compliance and to improve services.
- Reviewing feedback and taking appropriate action.
- Providing training for all staff

### **Procurement:**

The OIPRD is committed to integrating accessibility into procurement policies, procedures and practices. The following targets have been achieved and continue on an ongoing basis:

- Conducting regular reviews and updates of procurement-related directives, policies, procedures and standards.
- Embedding accessibility requirements into the procurement process.
- Reviewing feedback on the procurement process and taking appropriate action as needed.

### **Training:**

All OIPRD staff have completed all training on accessibility required under the AODA and will continue to receive training beyond what is required to enhance individual and organizational knowledge. This includes accessible documents training and accommodation training.

### **Information and Communication:**

The OIPRD follows universal design principles and best practices when developing, implementing and maintaining information and communications strategies and products.

The OIPRD has developed a training strategy to ensure that staff have the knowledge, tools and technical advice to create accessible materials, and has developed guidelines, templates and best practices for creating accessible documents for common desktop applications such as MS Word, Excel and PowerPoint.

The agency has achieved compliance with the Web Content Accessibility Guidelines-based (WCAG) commitments in the Information and Communication section of the Integrated Accessibility Standards Regulation (IASR) to ensure its website is accessible for all.

The agency is also continuing to expand knowledge and use of accessible devices such as audio amplifiers, text-to-audio and video relay in American Sign Language and langues des signes québécoise.

### **Employment:**

The OIPRD aims to be an employer of choice that enables and encourages persons with disabilities to participate fully in all aspects of the organization. The agency has achieved the following:

- Identified and removed barriers in the workplace for staff and customers.
- Understands how to accommodate various types of disabilities and their impact on work performance.
- Understands employer obligations to provide employment accommodation.
- Understands obligations under AODA regulations.
- Enhanced workplace emergency responses through individualized emergency response information and assistance.

## Three-Year Financial Plan

### Multi-Year Operating Budget

The OIPRD was approved in 2015–16 Program Review, Renewal and Transformation (PRRT) with the following multi-year financial resources.

Expense Category	2016–17 Budget	2016–17 YE Forecast	Explanation of Variance	2017–18 Budget	2018–19 Budget	2019–20 Budget
<b>Salary, Wages and Benefits</b>						
Salaries and Wages (S&W)	5.1772	5.1692	restructured Investigations Unit	5.1772	5.1772	5.1772
Benefits	0.5425	0.6505		0.5425	0.5425	0.5425
<b>TOTAL Salary, Wages and Benefits</b>						
<b>ODOE</b>						
Transportation and Communications (T&C)	0.2953	0.1630	Lower projected expenditures	0.2953	0.2953	0.2953
Services	0.4809	1.0591	IT Costs, Systemic Reviews	0.4809	0.4809	0.4809
Supplies and Equipment (S&E)	0.5741	0.0902		0.4615	0.3514	0.2383
<b>TOTAL Operating</b>	7.0700	7.1320		6.9574	6.8473	6.7342
<b>Capital</b>	0.0000	0.0000		0.0000	0.0000	0.0000
<b>Revenue</b>	0.0000	0.0000		0.0000	0.0000	0.0000

# Performance Measures and Targets

## Comparative Performance Measures Achieved

Performance Measures	Actual Per Cent Achieved		
	2014–15	2015–16	2016-17 (April 1 – Nov 30, 2016)
60-day report for policy/service complaints	73%	57%	56%
120-day investigation referred and completed	67%	67%	53%
120-day investigation report - retained	23%	20%	6%*
10-day screening	85%	60%	66%
Seven-day local resolution	85%	88%	76%
47-day request for reviews	88%	66%	63%

\* Complaints retained by the OIPRD are often more complex and, as a result, investigations take longer to complete. In addition to conducting investigations, OIPRD investigators review all investigative reports prepared by police services, review police service investigative files for Requests for Reviews and conduct systemic review investigations.

## Three-Year Performance Targets

Performance Measures	Performance Target		
	2017–18	2018–19	2019–20
60-day report for policy/service complaints	60%	60%	60%
120-day investigation referred and completed	65%	65%	65%
120-day investigation report - retained	25%	26%	26%
10-day screening	85%	85%	85%
Seven-day local resolution	75%	75%	75%
47-day request for reviews	75%	75%	75%