

CITY OF OTTAWA POLICE SERVICES BOARD

POLICY MANUAL

SEPTEMBER 2007

OTTAWA POLICE SERVICES BOARD POLICY MANUAL

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INTRODUCTION

INTRODUCTION: THE BOARD'S LEGISLATIVE OBLIGATIONS

The legislated mandate and responsibilities of police services boards in the Province of Ontario are established by the Province and set out in: the Ontario *Police Services Act*; the *Adequacy and Effectiveness of Police Services Regulation* (O.Reg.3/99); and the corresponding *Ministry Policing Standards*. The most relevant sections of the *Act* and the *Regulation* are reproduced below.

The policies contained in this Manual address the mandated responsibilities established by the Province, as well as other matters on which the Ottawa Police Services Board has deemed it desirable to adopt policies. The Manual includes policies designed to assist the Board in conducting its own business as effectively as possible, which are set out in Chapter 1, as well as policies that provide the Board's direction to the Chief of Police, set out in Chapters 2, 3 and 4.

Mandated Responsibilities of the Police Services Board:

Police Services Act

Section 31

Responsibilities of boards

- 31.(1) A board is responsible for the provision of adequate and effective police services in the municipality and shall:
- (a) appoint the members of the municipal police force;
 - (b) generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
 - (c) establish policies for the effective management of the police force;
 - (d) recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account;
 - (e) direct the chief of police and monitor his or her performance;
 - (f) establish policies respecting the disclosure by chiefs of police of personal information about individuals;
 - (g) receive regular reports from the chief of police on disclosures and decisions made under section 49 (secondary activities);

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- (h) establish guidelines with respect to the indemnification of members of the police force for legal costs under section 50;
- (i) establish guidelines for dealing with complaints made under Part V;
- (j) review the chief of police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system.

Restriction

- (3) The board may give orders and directions to the chief of police, but not to other members of the police force, and no individual member of the board shall give orders or directions to any member of the police force.

Idem

- (4) The board shall not direct the chief of police with respect to specific operational decisions or with respect to the day-to-day operation of the police force.

Training of board members

- (5) The board shall ensure that its members undergo any training that the Solicitor General may provide or require.

Rules re management of police force

- (6) The board may, by by-law, make rules for the effective management of the police force.
- (7) The board may establish guidelines consistent with section 49 for disclosing secondary activities and for deciding whether to permit such activities.

Section 61(8)

Board to review and dispose of complaint

Section 61(8) stipulates that upon receiving a written request for a review of a (policy or service) complaint previously dealt with by the chief of police, the board shall review the complaint. (*Reference Board Policy on Public Complaints Procedure*)

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Section 65(1)

Complaints about conduct of chief, deputy chief

65(1) The board shall review every complaint made about the conduct of the municipal chief of police or a municipal deputy chief of police. (*Reference Board Policy on Public Complaints Procedure*)

Adequacy and Effectiveness of Police Services Regulation

Section 13(2) Every board shall establish a policy on the sharing of crime, call and public disorder analysis data and information on crime trends with its municipal council and with school boards, community organizations and groups, businesses and members of the public in the municipality it serves.

Section 30(1) Every board shall prepare a business plan for its police force at least once every three years.

Section 32(1) Every board shall enter into a protocol with its municipal council that addresses:

- (a) the sharing of information with municipal council, including the type of information to be shared and the frequency for sharing such information;
- (b) the dates by which the business plan and annual report shall be provided to municipal council;
- (c) the responsibility for making public the business plan and annual report, and the dates by which the business plan and report must be made public;
- (d) if the municipal council chooses, jointly determining, and participating in, the consultation processes for the development of the business plan.

Section 35 Every board and chief of police shall implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the *Act* and its regulations.

CHAPTER ONE: GOVERNANCE AND ADMINISTRATION

Policy Number:	Policy Subject:
GA-1	BOARD MEMBER JOB DESCRIPTION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act, 1990</i> , and Ontario <i>Regulation 3/99 – Adequacy and Effectiveness of Police Services</i>
DATE APPROVED	25 September 2006
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	N/A

LEGISLATIVE REFERENCE / AUTHORITY

The *Ontario Police Services Act* and the *Adequacy and Effectiveness of Police Services Regulation* set out the responsibilities that must be fulfilled by a police services board in Ontario. The Ottawa Police Services Board has deemed it desirable to itemize these legislated responsibilities as part of a Board Member Job Description. The purpose of the Job Description is to provide a clear understanding of what is expected of Board members in the way of responsibilities, time commitment, level of involvement, required skills and attributes to assist both prospective and existing members of the Police Services Board in understanding the role of a Board member.

BOARD POLICY

SCOPE/ACCOUNTABILITIES

The Ottawa Police Services Board is legally responsible for the provision of adequate and effective police services in the City of Ottawa. The Board represents the public interest in determining appropriate organizational performance of the Ottawa Police Service, and in providing civilian oversight and governance of the activities of the Police Service.

TIME COMMITMENT

A significant time commitment is required from each member of the Board. In addition to regular monthly Board meetings held on the fourth Monday of the month at 5:00 p.m. and regular meetings of the Board's four committees, there are up to four community meetings a year and numerous other events that Board members are invited to attend, such as recruit swearing-in ceremonies, police-community award ceremonies, media conferences, police association functions, meetings with representatives from other police services boards, and other special police events. Many of the committee meetings occur during the day. While the time commitment required will vary for each Board member depending on individual level of participation, what committees they serve on, and how busy those committees are, a Board member can expect to attend between 6 and 23 meetings or events per month, with an average of 11 meetings/events per month. This translates to between 10 and 38 hours per month, or an

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average of 25 hours per month. There is also a time commitment of at least three hours per month required for reviewing agendas and other material.

TRAINING REQUIREMENTS

Members of police services boards in Ontario are required by legislation to take any training provided or required for them by the Ministry of Community Safety & Correctional Services. In addition, the Ottawa Police Services Board has adopted a policy of pursuing excellence in governance through an ongoing commitment to training, education and development that requires all Board members to participate in orientation training and to attend two specific police governance conferences at least once in the first three years of their term.

RESPONSIBILITIES

In accordance with the Ontario *Police Services Act, 1990* and Ontario *Regulation 3/99 – Adequacy and Effectiveness of Police Services*, as well as their other responsibilities, police services board members are collectively required to:

- (a) Appoint the members of the municipal police force;
- (b) Generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
- (c) Establish policies for the effective management of the police force;
- (d) Recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account;
- (e) Direct the chief of police and monitor his or her performance;
- (f) Establish policies respecting the disclosure by chiefs of police of personal information about individuals;
- (g) Receive regular reports from the chief of police on disclosures and decisions made under section 49 (secondary activities);
- (h) Establish guidelines with respect to the indemnification of members of the police force for legal costs under section 50;
- (i) Establish guidelines for dealing with complaints made by members of the public under Part V (*of the Police Services Act*);
- (j) Review the chief of police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system.

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- (k) Consider requests to review complaints about policies or services of the Police Service.
- (l) Review complaints made about the conduct of the chief of police or a deputy chief.
- (m) Determine and monitor the annual police service budget.
- (n) Bargain in good faith with the associations representing police employees.
- (o) Consider requests for reviews of grievances.
- (p) Prepare a business plan for the police service at least once every three years.
- (q) Implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the *Act* and its regulations.
- (r) Provide input to the City Clerk in the recruitment and evaluation of staff that report directly to the Board.¹
- (s) Abide by the Code of Conduct for Members of Police Services Boards (*Ontario Regulation 421/97*).

RESTRICTIONS

In accordance with section 31(4) of the *Police Services Act*, the Board shall not direct the Chief of Police with respect to specific operational decisions or with respect to the day-to-day operation of the police force.

STATEMENT OF QUALIFICATIONS

EXPERIENCE	<ul style="list-style-type: none">* Experience in one or more of the following fields:<ul style="list-style-type: none">- business management- finance / budgetary- legal- governance- strategic planning- policy making- risk management / audit- municipal government- communications- human resources / labour relations- conflict resolution- information technology* Have served on other boards or governance bodies* Community outreach / leadership (or involvement)
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¹ Required by Service Agreement between Board and Secretariat Services (now City Clerk) approved 26 March 2001.

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LANGUAGE	<ul style="list-style-type: none"> * Oral fluency, reading and writing ability in English. * Fluency in French considered an asset.
KNOWLEDGE OF	<ul style="list-style-type: none"> * Responsibilities and functioning of a municipal police governing body * Public safety or law enforcement issues * Ottawa's social, cultural and political environments
ABILITIES	<ul style="list-style-type: none"> * Strong communication skills * Effective listener * Strong analytical skills * Strong decision-making skills * Exceptional interpersonal skills * Ability to interact cooperatively, effectively and efficiently with others
PERSONAL SUITABILITY	<ul style="list-style-type: none"> * Integrity and high ethical standards * Strong public service orientation * Values diversity * Discretion, objectivity and good judgement * Ability to meet time commitments of the job * Willingness to participate in ongoing training & development * Resident of the City of Ottawa * Criminal reference check required
ANNUAL REMUNERATION (for citizen representatives only)	\$8,000

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Policy Number:	Policy Subject:
GA-2	BOARD COMPETENCY / SKILLS COMPOSITE
LEGISLATIVE REFERENCE / AUTHORITY	N/A
DATE APPROVED	25 September 2006
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	N/A

BOARD POLICY

INTRODUCTION

To successfully achieve its mandate of providing sound governance and oversight to the Ottawa Police Service, Board members must collectively possess experience in a wide range of subjects, have the personal attributes necessary to function as part of a consensus-driven group, and be representative of the community the Board serves.

In an effort to ensure the Board collectively possesses the necessary skills, experience, attributes and representational factors, the Board has adopted a Competency / Skills Composite that sets out the desired minimum number of members the Board believes should possess each requirement.

Prior to vacancies coming up on the Board, the Board will assess its collective skills and compare them to the Competency/Skills Composite to identify gaps. The Board will then communicate to the appointing body or bodies the competencies needed to complete its composite.

BOARD COMPETENCY / SKILLS COMPOSITE

COMPETENCY	Desired min. # of Members
Experience / Background	
Business management	1
Strategic planning	1
Risk management / auditing	1
Financial literacy / accounting ²	2
Human resources / labour relations	1
Legal	1
Governance	1

² Having the ability to read and understand a balance sheet, income statement and cash flow statement in accordance with the Canadian GAAP; having the ability to analyze and understand a full set of financial statements, including the notes attached thereto, in accordance with the Canadian GAAP.

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Knowledge of government	2
Knowledge of public safety or law enforcement issues	1
Previous OPSB experience (min. 2 years)	3
Served on other boards or governance bodies	3
Community outreach / leadership	1
Communications	1
Policy making	2
Information Technology	1
Skills	
Strong communication skills	All
Strong decision-maker	All
Consensus builder / team player	All
Effective listener	All
Strong analytical skills	All
Personal Attributes	
Integrity and high ethical standards	All
Strong public service orientation	All
Respect for diversity	All
Discretion, objectivity and good judgement	All
Ability to meet time commitments	All
Willingness to participate in training	All
Active participant	All
Capable of wide perspective	All
Representational considerations	
Live in urban Ottawa	2
Live in suburban Ottawa	2
Live in rural Ottawa	1
Fluency in English & French	3
Women	2
Men	2
Member of diverse or ethnic community	1

CHAPTER ONE: GOVERNANCE AND ADMINISTRATION

Policy Number:	Policy Subject:
GA-3	BOARD TRAINING
LEGISLATIVE REFERENCE / AUTHORITY	Police Services Act, section 31(5)
DATE APPROVED	27 February 2006
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual Report to Board

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(5) of the *Police Services Act* requires the Police Services Board to ensure that its members undergo any training that the Solicitor General may provide or require.

The Ottawa Police Services Board recognizes the importance of pursuing excellence in governance through an ongoing commitment to training, education and development, and has adopted this policy to formalize training and ongoing learning requirements for its members.

BOARD POLICY

REQUIRED TRAINING

1. Each member of the Ottawa Police Services Board during his or her first year of appointment is required to attend:
 - a) Any training sessions provided or required by the Ontario Ministry of Community Safety & Correctional Services.
 - b) Any orientation sessions for new members provided by the Chief of Police and Board Executive Director
2. Within the first three years of being appointed to the Board, each member is required to attend the annual conferences of both of the following organizations at least once:
 - a) Ontario Association of Police Services Boards (OAPSB)
 - b) Canadian Association of Police Boards (CAPB).
3. The Board shall be represented by at least one member at each of the following:
 - a) meetings of OAPSB Zone 2 boards;
 - b) annual OAPSB conferences;
 - c) annual CAPB conferences;
 - d) meetings of Ontario large boards (“Big 12”).

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OTHER LEARNING OPPORTUNITIES

4. Having satisfied the requirements set out in 1 and 2 above, and provided sufficient funds remain in the annual budget, board members are encouraged to attend other learning opportunities related to governance or policing such as those offered by (but not limited to):
 - a) the Canadian Police College
 - b) the Police Association of Ontario
 - c) the Ontario Association of Chiefs of Police
 - d) the Canadian Association of Chiefs of Police
 - e) the Canadian Professional Police Association
 - f) the Canadian Association of Civilian Oversight of Law Enforcement.

BOARD TRAINING AS A WHOLE

5. Board training as a whole will take place through inviting guest speakers to make presentations or deliver workshops on issues pertinent to board governance, board responsibilities or emerging trends in policing, with an emphasis placed on issues of a strategic nature.

ANNUAL REPORTING

6. Individual Board member training and Board training as a whole will be reported on as part of an annual report on Board Activity and Performance in the first quarter of each year.

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Policy Number:	Policy Subject:
GA-4	BOARD COMMITTEES
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , sections 34 & 61(9)
DATE APPROVED	26 June 2006
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Addressed through Annual Report on Board Performance

LEGISLATIVE REFERENCE / AUTHORITY

Section 34 of the *Police Services Act* states that, “A Board may delegate to two or more of its members any authority conferred on it by this *Act*, except the authority to bargain under Part VIII, which the Board may delegate to one or more members.”

Section 61(9) of the *Police Services Act* states that, “A board that is composed of more than three members may appoint a committee of not fewer than three members of the board (two of whom constitute a quorum for the purpose of this subsection) to review a complaint and to make recommendations to the board after the review and the board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the board considers appropriate.”

BOARD POLICY

The Ottawa Police Services Board has established four standing committees to assist it in performing its responsibilities, as is permitted under the *Act*. This policy sets out the general principles for the functioning of these committees and the terms of reference for each.

GENERAL PRINCIPLES

1. The function of a Board committee is to assist the Board with its tasks in the exercise of its authority and responsibilities.
2. The Board may establish standing or ad hoc committees to inquire into and report on any matter within the jurisdiction of the Board.
3. The Board defines the mandate of committees and appoints the committee membership by resolution. Each Committee shall appoint a Chair of the Committee. If the Board Chair is not appointed to a committee, he/she is an ex officio member of all committees.
4. Expectations and authority shall be clearly defined in order to not conflict with authority delegated to the Chief of Police.

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5. Committees shall deal through the Board Executive Director with the Chief, or his/her designate(s), when services are required from staff to assist the committee.³
6. The Board may delegate tasks and projects to the committees, and each committee shall obtain direction from the Board for its activity or mandate and shall report back on its activities on a regular basis.
7. Committees make recommendations to the Board unless specific authority is delegated to a committee to make a decision.
8. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. The Board Chair may designate a committee Chair to speak to the media regarding deliberations of the committee.
9. Membership on Board committees and external committees shall be reviewed annually and revised accordingly.
10. The general principles contained in this policy apply to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes non-Board members. It does not apply to committees formed under the authority of the Chief.
11. To meet its legislated responsibilities under the *Police Services Act* and to assist the Board in fulfilling its duties, the Board will have four standing committees (terms of reference for each of the committees are set out below):
 - a) Complaints Committee
 - b) Finance and Audit Committee
 - c) Human Resources Committee
 - d) Policy and Governance Committee.

COMMITTEE TERMS OF REFERENCE

A. COMPLAINTS COMMITTEE

1. LEGISLATIVE REFERENCE / AUTHORITY

- Police Services Act section 61(9)
- Board's Complaints Procedure (*Reference Board Policy GA-9*)

2. PURPOSE

To review complaints about policies or services of the Ottawa Police Service at the request of the complainant.

³ Section 31(3) of the *Police Services Act* states: "The board may give orders and directions to the chief of police, but not to other members of the police force, and no individual member of the board shall give orders to any member of the police force."

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3. COMPOSITION AND OPERATIONS

1. The Committee shall be composed of three or more members appointed by the Board, with one member designated by the Committee to serve as Chair.
2. The Committee shall operate in a manner consistent with the provisions of the Board's Complaints Procedure Policy and the Board's Policy Governance Manual.
3. The Committee shall meet as required, at the call of the Chair or by agreement of the Committee.
4. The Board Executive Director shall consult with the Chair on the agenda development, be responsible for preparation and distribution of the agenda package and shall maintain a record of the meetings.
5. The Committee may invite such Board members and outside parties, and in consultation with the Chief such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the committee.

4. ROLES AND RESPONSIBILITIES

1. Upon receipt of a request for a review pursuant to section 61(7) of the *Police Services Act*, immediately notify the Chief in writing and request the materials set out in Article 4.4.2 of the Board's Complaints Procedure.
2. Within 30 days of receiving the request, review the complaint and submit a recommendation to the Board, including a recommendation on whether or not to hold a public meeting.
3. Review the Reporting Process outlined in the Complaints Procedure periodically with a view to determining the adequacy of resources directed to administer complaints.

5. ACCOUNTABILITY

1. The Committee shall review the terms of reference for the Committee at least once every three (3) years and make recommendations to the Board as required.
2. The Committee shall keep a record of its meetings and the meeting minutes shall be submitted to all Board members along with the Committee's recommendations.

B. FINANCE AND AUDIT COMMITTEE

1. LEGISLATIVE REFERENCE / AUTHORITY
Police Services Act section 34.

CHAPTER ONE: GOVERNANCE AND ADMINISTRATION

2. PURPOSE

To assist the Board in fulfilling its responsibilities in the areas of financial planning, budget preparation and monitoring, auditing, quality assurance and risk management.

3. COMPOSITION AND OPERATIONS

1. The Committee shall be composed of three (3) members appointed by the Board, with one member designated by the Committee to serve as Chair.
2. The Committee shall operate in a manner consistent with the provisions of the Board's Policy Governance Manual.
3. The Committee shall meet at least four times a year.
4. The Committee shall meet at the call of the Chair, or by agreement of the Committee.
5. The Board Executive Director shall consult with the Chair on the agenda development, be responsible for preparation and distribution of the agenda package and shall maintain a record of the meetings.
6. The Committee may invite such Board members and outside parties, and in consultation with the Chief such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the committee.

4. ROLES AND RESPONSIBILITIES

Budget & Financial Planning

1. Provide input into the development of fiscal policies, objectives and priorities.
2. Provide input and feedback to staff during the annual budget development process.
3. Review annually the budget development process and guidelines, and make recommendations to the Board for revisions as required.
4. Review the annual budget for consistency with the Service's long range financial plans.
5. Review periodically the Service's long range financial plans to ensure stability and consistency with strategic directions for the organization.
6. Review quarterly financial statements and any audited financial statements provided to the Board.
7. Review the Ottawa Police Service Board's Finance and Administration Procedure Manual, in consultation with the Director General, at least once every three (3) years and make recommendations for revisions to the Board as required.

Audit & Quality Assurance

8. Provide input into the annual Audit Workplan.
9. Review the results of any internal and external audits.
10. Review the annual consolidated report on the operations of the Ottawa Police Service's Quality Assurance Section.

5. ACCOUNTABILITY

CHAPTER ONE: GOVERNANCE AND ADMINISTRATION

1. The Committee shall review the terms of reference for the Committee at least once every three (3) years and make recommendations to the Board as required.
2. The Committee shall keep a record of its meetings and the meeting minutes shall be available to all Board members upon request.

C. HUMAN RESOURCES COMMITTEE

1. LEGISLATIVE REFERENCE / AUTHORITY

Police Services Act section 34.

2. PURPOSE

To assist the Board in fulfilling its oversight and employer responsibilities under the *Police Services Act* in relation to human resource and compensation matters.

3. COMPOSITION AND OPERATIONS

1. The Committee shall be composed of three (3) members appointed by the Board, with one member designated to serve as Chair.
2. The Committee shall operate in a manner consistent with the provisions of the Board's Policy Governance Manual.
3. The Committee shall meet as required, at the call of the Chair or by agreement of the Committee.
4. The Board Executive Director shall consult with the Chair on the agenda development, be responsible for preparation and distribution of the agenda package, and shall maintain a record of the meetings.
5. The Committee may invite such Board members and outside parties, and in consultation with the Chief such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the committee.

4. ROLES AND RESPONSIBILITIES

1. To develop Board collective bargaining objectives and a strategy for negotiations with the respective Associations, in consultation with the Chief of Police (or designate), labour relations advisor and/or legal counsel⁴.
2. A member of the Committee will participate in collective bargaining sessions with the associations.
3. Review and render decisions on grievances referred to the Board by the associations in accordance with the processes outlined in their respective collective agreements.

⁴ *Police Services Act*: Section 120(2) "One legal counsel and one other advisor for each of the bargaining committee and the board may participate in the bargaining sessions". Section 120(4) "The chief of police, or if the parties consent, another person designated by the chief of police may also attend the parties' bargaining sessions in an advisory capacity."

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4. Annually review and recommend compensation for the Chief of Police, Deputy Chiefs, Director General and General Counsel, taking their submissions into account.
 5. Annually review the performance evaluation process for the Chief of Police and recommend changes if necessary.
 6. Review with the Chief, or designate(s), existing management resources and plans, including recruitment and training programs, to ensure that qualified personnel will be available for succession to executive positions in the Police Service, and report the results of the review to the Board at least once a year.
 7. Communicate on a regular basis with representatives of other large boards in the Province to stay abreast of trends and strategies in collective bargaining.
5. ACCOUNTABILITY
1. The Committee shall review the terms of reference for the Committee at least once every three (3) years and make recommendations to the Board as required.
 2. The Committee shall keep a record of its meetings and the meeting minutes shall be available to all Board members on a confidential basis upon request.

D. POLICY AND GOVERNANCE COMMITTEE

1. AUTHORITY / LEGISLATIVE REFERENCE / AUTHORITY
Police Services Act section 34.

2. PURPOSE
To develop, and evaluate performance associated with, all Board policies related to governance and police service delivery.

3. COMPOSITION AND OPERATIONS
 1. The Committee shall be composed of three members appointed by the Board, with one member designated by the Committee to serve as Chair.
 2. The Committee shall operate in a manner consistent with the provisions of the Board's Policy Governance Manual.
 3. The Committee shall meet at least four times a year.
 4. The Committee shall meet at the call of the Chair, or by agreement of the Committee.
 5. The Board Executive Director shall consult with the Chair on the agenda development, be responsible for preparation and distribution of the agenda package and shall maintain a record of the meetings.
 6. The Committee may invite such Board members and outside parties, and in consultation with the Chief such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the committee.

4. ROLES AND RESPONSIBILITIES

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1. Take the lead in identifying the need for new policies.
 2. Develop new policies, procedures and tools that will enhance the performance of the Board and the Police Service.
 3. Develop an annual workplan for the Board.
 4. Provide input throughout the development phase of the Business Planning process.
 5. Review Board policies at least once every three (3) years and submit results of review, including recommended revisions, to Board.
 6. Review the Board's committee structure at least once every three (3) years to assess its continued appropriateness.
 7. Review the Board's annual performance self-evaluation process on an annual basis and make recommendations for changes to the Board.
 8. Prior to vacancies occurring on the Board, assess the composition and skill set of the Board, and make recommendations to appointing body regarding the qualities and skills needed to achieve the collective skill set required by the Board.
 9. Provide input into Board member orientation and ongoing development needs.
 10. At the request of the Board, undertake any other corporate governance initiatives that may be necessary or desirable to contribute to the success of the Board.
5. ACCOUNTABILITY
1. The Committee shall review the terms of reference for the Committee at least once every three (3) years and make recommendations to the Board as required.
 2. The Committee shall keep a record of its meetings and the meeting minutes shall be available to all Board members upon request.

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Policy Number:	Policy Subject:
GA-5	BOARD PLANNING AND PERFORMANCE REVIEW
LEGISLATIVE REFERENCE / AUTHORITY	<i>Adequacy and Effectiveness of Police Services Regulation 3/99, section 35</i>
DATE APPROVED	June 1999
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual Report on Board Performance

LEGISLATIVE REFERENCE / AUTHORITY

Section 35 of the Province's *Adequacy and Effectiveness of Police Services Regulation* requires that every board and chief of police shall implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the *Act* and its regulations.

This policy addresses two components of the Board's work:

1. Identifies a process for annually determining workplans for the Board and its four standing committees; and
2. Identifies a process for annually reviewing the Board's performance and compliance with its workplan, relevant policies, the *Police Services Act* and Ministry regulations.

BOARD POLICY

INTRODUCTION

To assist the Board in planning its activities and ensuring it is fulfilling its responsibilities, the Board will follow an annual planning cycle that includes establishing a yearly workplan for the Board and each of its four standing committees. To assist the Board in pursuing a commitment to continual improvement in its performance, the annual workplan will include a review of the Board's performance.

GENERAL PRINCIPLES

1. The cycle will begin in the third quarter of each year (July to September) with the initial development of workplans for the upcoming calendar year. Development at this time will ensure the Board considers key issues that need to be addressed during the budget process for the coming year.
2. The Policy and Governance Committee will take the lead in drafting the annual workplan for the Board and will present it to the Board for approval.

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3. Each of the Board's four standing committees will be responsible for finalizing their own workplans and for coordinating them with the overall Board workplan.
4. The development of the workplans will include consultation with other groups to be involved, and consideration of Board education and training needs.
5. The workplans will include periodic reviews of Board policies according to the review schedules approved by the Board and identified in individual policies.
6. The Board's workplan will include an annual review of compliance with Ministry Standards, both those applicable to the Chief and those applicable to the Board.
7. The Board's workplan will include an evaluation of the Chief's performance in March of each year.
8. The Board's workplan will include self-evaluations of its own performance at least every four years.
9. The results of the performance review will be reported on publicly in the first quarter of the following year.
10. The Board will make public an annual report containing statistics on Board activity and training for the previous year.

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Policy Number:	Policy Subject:
GA-6	PROTOCOL FOR SHARING INFORMATION WITH COUNCIL
LEGISLATIVE REFERENCE / AUTHORITY	<i>Adequacy and Effectiveness of Police Services Regulation 3/99, Section 32(1)</i>
DATE APPROVED	City Council: 25 October 2000 Board: 27 November 2000
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual Report on Board Performance

LEGISLATIVE REFERENCE / AUTHORITY

Section 32(1) of the *Adequacy and Effectiveness of Police Services Regulation 3/99* requires that:

32.(1) Every board shall enter into a protocol with its municipal council that addresses,

- a) the sharing of information with municipal council, including the type of information to be shared and the frequency for sharing such information;
- b) the dates by which the business plan and annual report shall be provided to municipal council;
- c) the responsibility for making public the business plan and annual report, and the dates by which the business plan and report must be made public; and
- d) if the municipal council chooses, jointly determining and participating in, the consultation processes for the development of the business plan.”

POLICY

PROTOCOL FOR THE SHARING OF INFORMATION BETWEEN THE OTTAWA POLICE SERVICES BOARD

-AND-

THE CITY OF OTTAWA COUNCIL

WHEREAS pursuant to subsection 31(1) of the *Police Services Act*, as amended, the Ottawa Police Services Board is responsible for the provision of adequate and effective police services in the Municipality of Ottawa-;

AND WHEREAS The Municipality of Ottawa is required pursuant to subsection 4(1) of the *Police Services Act* to provide adequate and effective police services in accordance with its needs;

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AND WHEREAS the Ottawa Police Services Board is required by subsection 32(1) of Ontario Regulation 3/99 (" the Adequacy Standards") to enter into a protocol with the Council for the Municipality of Ottawa that addresses:

- A. The sharing of information with Municipal Council, including the type of information to be shared and the frequency of sharing such information.
- B. The dates by which the business plan and annual report shall be provided to Municipal Council.
- C. The responsibility for making public the business plan and annual report and the dates by which the business plan and report must be made public.
- D. If the Municipal Council chooses, jointly determining, and participating in, the consultation processes for the development of the business plan.

THEREFORE THE PARTIES HEREBY AGREE THAT

- 1. The Ottawa Police Services Board will make available to the Clerk for the Municipality of Ottawa the following:
 - (a) Notice of the dates, times and locations of the monthly meetings of the Police Services Board in January of each year.
 - (b) A copy of the public agenda on the Friday preceding the Board's scheduled meeting dates.
- 2. The Board is ready to hold an annual public information session under its aegis.
- 3. The Ottawa Police Services Board undertakes to:
 - (a) provide the Municipal Council with the opportunity to participate in the consultation processes for the development of a business plan, including notifying the Clerk of any public meetings or consultation processes scheduled by the Board for the development of a business plan;
 - (b) provide the City Clerk with a copy of the Police Service's business plan no later than 30 days following its completion and every three years thereafter;
 - (c) make the business plan available to the public no more than 30 days following its release to the City Clerk; and
 - (d) provide copies of the Service's annual report to the City Clerk and make it available to the public on or before June 30, 2001 and continue to do so thereafter annually on that date.
- 4. This protocol is subject to the provisions of subsection 41(1.1) of the *Police Services Act* and the provisions of *the Municipal Freedom of Information and Protection of Privacy Act*.

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Policy Number:	Policy Subject:
GA-7	BOARD DISCRETIONARY FUND
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , section 31(1)(c)
DATE APPROVED	11 May 1998
DATE AMENDED	May 2003
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual report to Board in December

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(1)(c) of the *Police Services Act* states that the board shall establish policies for the effective management of the police force. This policy was created to provide direction to the Board in allocating discretionary funds at its disposal.

BOARD POLICY

INTRODUCTION

The Ottawa Police Services Board has discretionary funds within its Budget to be used for such purposes as: purchasing tickets or making donations to fundraising events held by organizations working closely with the Police Service; funding members of the Police Service to participate in police-sponsored events; or contributing to programs/projects that further the work of the Police Service in the areas of crime prevention, community policing or other public safety initiatives.

GOAL

To establish a Discretionary Fund Policy, consisting of a set of guidelines that identifies recognized funding priorities to assist the Board in allocating the discretionary funds contained within the Board's budget. The guidelines need not limit the Board in its funding of unique projects/functions, but would provide some consistency and rationale in dealing with expenditures that come before the Board for consideration.

PRIORITIES

The Ottawa Police Services Board will give preference to funding requests that fall into one of the following categories:

- Community Relations through Involvement with Police-Related Organizations
Intended to enable the Board to purchase tickets or contribute donations to fundraising events. The attendance and participation of Board members at fundraising events for organizations that work closely with the Ottawa Police Service serves to demonstrate the Board's goodwill and community involvement.

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- Board/Police Service Relations
To assist members of the police service to participate in police-sponsored events, with the goal of enhancing the image of the Ottawa Police Service in other communities as well as at home.
- Public Education/Awareness
To provide funding to projects outside of routine advertisements and the approved Communications Strategy of the Police Service, that assist the Board in communicating to the general public information related to crime prevention, community policing or other public safety issues.
- Special Board Requirements
Intended to provide flexibility to the Board to fund one-time requirements associated with Board functions, such as the sponsorship of functions at board-related conferences, or special meeting requirements outside of normal budgetary provisions.

ELIGIBILITY CRITERIA

- Groups and organizations requesting funding must be based in Ottawa and organized along not-for-profit principles. (Funding requests from individuals will not be considered.)
- The organization receiving funding must clearly provide a benefit for the Ottawa Police Service and the community.
- The activities of the organization must reflect the Mission Statement of the Ottawa Police Service.
- Use of the funds must not extend beyond the current fiscal year.
- Funds cannot be used to cover a deficit from a previous year.
- Funds will only be provided to the group directly responsible for the activity or project being funded.
- As a condition of funding, the organization must be willing to make available, if requested, financial records indicating the disposition of the Board's contribution to the project or activity.
- Funds not used as allocated or not needed within the fiscal year, in whole or in part, shall be returned to the Board.

REPORTING AND ANNUAL REVIEW

The Board Executive Director shall prepare and submit an annual report to the Board that will summarize for the completed fiscal year all requests for grants and those approved by the Board. This report shall be submitted to coincide with the annual Police budget review. At this time the Board will review the policy to ensure that the funding priorities and criteria remain reasonable and reflective of the Board's own priorities.

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Policy Number:	Policy Subject:
GA-8	LEGAL SERVICES
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , sections 31(1)(c)
DATE APPROVED	1996 (as part of FAP Manual)
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Quarterly reporting to Board

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(1)(c) of the *Police Services Act* states that a board shall establish policies for the effective management of the police force. This policy provides direction with regard to the provision of legal services, including delegations of responsibility.

BOARD POLICY

SECTION 1 - LITIGATION

1.1 GENERAL AUTHORITY

.1 The Board

As a normal consequence of its operations and the exercise of its responsibilities, the Board is involved in litigation both as Plaintiff and Defendant before the Courts and various administrative tribunals. The Board has overriding authority to commence, manage and settle all legal matters involving the Ottawa Police Service. For administrative and other reasons, the Board has delegated its authority over a variety of legal matters as set out in this policy.

.2 Board Solicitor

The Board Solicitor has general authority to supervise the defence, prosecution and conduct of all matters or actions brought by or against the Board, subject to such instructions as may be issued by the Board from time to time. In the conduct of such litigation, the Board Solicitor is to use the most efficient combination of staff and external legal services as required to represent and defend the interests of the Board in each issue at hand.

.3 Chief of Police

The Board Solicitor shall advise the Chief of Police of the defence, prosecution, conduct, or settlement of any matter or action brought by or against the Board, and ensure the Chief of Police has an opportunity to provide input for

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consideration should he/she wish. Similarly, the Chief of Police shall advise the Board Solicitor of any action brought to his/her attention.

.4 Disagreement

Notwithstanding any other provision, when consultation between the Board Solicitor and Chief of Police is warranted and such consultation does not result in agreement on the course of action to be taken, the matter shall be referred to the Board for resolution.

.5 Option

Notwithstanding any delegation of authority in this policy, the Board Solicitor may seek direction from the Board in any situation in which the Board Solicitor feels it is appropriate or desirable to do so.

1.2 SMALL CLAIMS COURT

The Small Claims Court exercises jurisdiction over minor claims subject to a maximum amount, which is currently \$10,000. The Board Solicitor shall have authority to commence, defend, settle and abandon all matters within the jurisdiction of the Small Claims Court.

1.3 ONTARIO COURT OF JUSTICE

The Ontario Court of Justice, formerly the Ontario Court (Provincial Division), is the forum for the prosecution of by-law offences as well as offences governed by the *Provincial Offences Act*. The Board Solicitor shall have authority to commence, defend, settle and abandon all matters within the jurisdiction of the Ontario Court of Justice.

1.4 SUPERIOR COURT OF JUSTICE

The Superior Court of Justice, formerly the Ontario Court (General Division), is generally the Trial Court or Court of first instance and includes two branches, Divisional Court and Small Claims Court. The jurisdiction of the Small Claims Court is described in subsection 1.2. The Divisional Court considers matters of appeal and judicial review.

Proceedings in the Superior Court of Justice are initiated either by Statement of Claim or by way of Application.

The Board Solicitor is authorized to conduct the defence of all actions and to take such steps, including all interim proceedings, as may be considered necessary or proper.

The Board Solicitor, in consultation with the Chief of Police, is authorized to commence and prosecute all actions for damages and other relief when the amount at issue is expected to be less than \$250,000.00 and to take such steps, including all interim proceedings, as may be considered necessary or proper.

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The approval of the Board is required to commence all other actions in the Superior Court of Justice.

1.5 FEDERAL COURT

All legal matters to be commenced in the Federal Court shall be approved by the Board.

1.6 RELATED MATTERS

In exercising the authority granted by this chapter, the Board Solicitor shall have authority to:

.1 Payment of Expenses

Authorize the payment of all expenses related to the conduct of any action or matter and the payment of any costs awarded against the Board.

.2 Execution of Documents

Execute all documents required to conduct any action, or conclude the settlement of any action or matter.

.3 Enforcement of Judicial Rulings

Take all steps required to enforce orders, decisions, awards and judgements.

1.7 EXCEPTIONAL CIRCUMSTANCES

Where time constraints or other circumstances will not allow for the required authority granting procedures to be followed with respect to any legal matter, the Board Solicitor shall have the authority to take the appropriate action and report such action to the Board at the earliest opportunity.

SECTION 2 - SETTLEMENTS

2.1 SMALL CLAIMS COURT

The Board Solicitor shall have authority to settle or abandon all Small Claims Court actions.

2.2 ALL OTHER COURTS

.1 Board Solicitor

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The Board Solicitor, in consultation with the Chief of Police, shall have authority to settle any action where the amount to be paid to or paid by the Board does not exceed \$100,000.00.

.2 The Board

Subject to subsection 2.2.1, the Board shall approve the settlement of all actions and claims.

SECTION 3 - UNCOLLECTIBLE AMOUNTS

3.1 Where, in the opinion of the Board Solicitor, a claim cannot be supported by legal principles, the Board Solicitor shall have the authority to abandon and write off the claim.

3.2 Where the Board Solicitor deems an amount or claim to be uncollectible, in whole or in part, and the amount or claim or part thereof, exclusive of interest, does not exceed the amount stated in subsection 2.2.1, the Board Solicitor shall have authority to abandon and write off the claim.

SECTION 4 - APPEALS

4.1 SMALL CLAIMS COURT

The Board Solicitor shall have authority to appeal decisions of the Small Claims Court and Ontario Court of Justice.

4.2 ALL OTHER COURTS

.1 The Board

The Board shall authorize all appeals or applications for judicial review of decisions of all courts other than those specified in subsection 4.1.

.2 Board Solicitor

Defence of appeals or applications for judicial review do not require the approval of the Board; however, they shall be reported to the Board for information.

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SECTION 5 - ADMINISTRATIVE TRIBUNALS

5.1 JURISDICTION

These matters involve hearings before the Ontario Labour Relations Board, Ontario Civilian Commission on Police Services, Police Public Complaints Commission, Coroner's Inquests and other administrative tribunals. Arbitration matters are also included.

5.2 AUTHORITY

The Board Solicitor shall have authority to make applications, conduct hearings, represent the Board's interests and take objection to all matters brought before administrative tribunals.

5.3 APPEALS

The Board Solicitor shall have the authority to appeal any decision of an administrative tribunal where the appeal lies to another administrative tribunal. The Board Solicitor shall have the authority to commence judicial review of decisions of administrative tribunals that relate to labour relations. The Board shall authorize all other appeals or applications for judicial review of the decisions of administrative tribunals.

SECTION 6 - REPORTING TO THE BOARD

6.1 The Board Solicitor shall submit a report to the Board on a quarterly basis that includes statistical information and a concise analysis of trends on:

- .1 positive and negative variances against the approved budget;
- .2 all claims or actions filed against the Board including how many have been filed, how many are outstanding, how many have been settled, the nature of them (categorized by type), and the cost of settlements;
- .3 the number, cost and outcome of all appeals and applications for judicial review;
- .4 any issues of significance the Board should be advised of.

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NOTE THE PROVINCE IS CURRENTLY REVISING THE PUBLIC COMPLAINTS PROCESS; THIS POLICY WILL HAVE TO BE REVIEWED ONCE CHANGES ARE IMPLEMENTED.

Policy Number:	Policy Subject:
GA-9	PUBLIC COMPLAINTS PROCEDURE GUIDELINES
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act, sections 31(1)(i) & 31(1)(j)</i>
DATE APPROVED	23 February 1998
DATE AMENDED	
DATE TO BE REVIEWED	2007/2008
REPORTING REQUIREMENT	Quarterly reports to the Board

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(1)(i) of the *Police Services Act* requires the Police Services Board to establish guidelines for dealing with complaints made under Part V of the *Act*. Section 31(1)(j) requires the Police Services Board to review the Chief of Police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system. This policy provides direction to the Board and the Police Service regarding its obligations under sections 31(1)(i) and (1)(j) of the *Act*.

BOARD POLICY

1. STATEMENT OF PRINCIPLE

- 1.1 The Ottawa Police Services Board believes that this Complaints Guideline and the Complaints Procedure pursuant to Part V of the *Police Services Act* should operate in accordance with the following operating principles:
- i) fair treatment for the public, the police service and its members;
 - ii) service in both official languages;
 - iii) prompt and thorough handling of all allegations;
 - iv) an accessible and user friendly system;
 - v) transparency and open communication with the complainant(s) and officer(s) involved;
 - vi) the use, where appropriate, of informal resolution and Human Resources development;
 - vii) professionalism and integrity.
- 1.2 In accordance with the *Police Services Act, R.S.O. 1990, c. 15*, as amended by S.O. 1997 c. 8 and as further amended from time to time, (hereinafter referred to as "the *Act*"), the Chief is responsible for the administration of the Part V and the

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Board is responsible for establishing guidelines and for reviewing the Chief's administration of the Complaints Procedure.

2. GENERAL APPLICATION

- 2.1 The Chief shall develop and maintain an Ottawa Police Service Complaints Procedure, (hereinafter referred to as the "Complaints Procedure"), to ensure that complaints are processed in accordance with the provisions of this Guideline and the *Act*, and shall provide a copy of the procedure to the Board.
- 2.2 The Chief shall provide, on an annual basis, a copy of the Complaints Procedure, and any amendments together with his/her comments on the operation and effectiveness of the Complaints Procedure.
- 2.3 The Chief shall ensure that the Complaints Procedure incorporates a fair and transparent process for both the public and members of the Ottawa Police Service including a requirement that, where notice or information is to be provided to a person affected by a complaint, (either a complainant or police officer), that notice is prompt, professional, complete and delivered in accordance with the *Act*.
- 2.4 The Board endorses the concept of informal resolution and recognizes the importance of the role of supervisors and managers in the resolution of complaints. Therefore, the Chief shall ensure that the Complaints Procedure refers to and incorporates opportunities to apply informal resolution of complaints, where appropriate.
- 2.5 In order to ensure accessibility to the Complaints Procedure, the Chief shall ensure that complaint forms and informational pamphlets are available at every Ottawa Police Service office and Police Centre. The Chief shall also ensure that the Complaints Procedure is accessible for persons with a disability, persons who may not be literate or do not speak either official language.
- 2.6.1 The Chief shall ensure that all forms, pamphlets and written material concerning the Complaints Procedure are available in both official languages and that resources are available to ensure that complaints, investigations and services related to the Complaints Procedure are available in both official languages. Without limiting the generality of the above, all written materials in either French or English will have a statement in the other language indicating their availability in that language.
- 2.6.2 Le Chef s'assurera que tous les matériaux écrits concernant le processus de plaintes, y compris les formulaires et les pamphlets, soient disponibles dans les deux langues officielles. En plus de ceci, eu égard aux enquêtes et à l'administration du processus de plaintes, le Chef s'assurera de la disponibilité de services en français. Tous les matériaux écrits, soit en anglais ou en français,

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porteront la mention de leur disponibilité dans l'autre langue officielle.

- 2.7 The Board recognizes the relationship between Part V of the *Act* and the Human Resources function. As a result, the Chief shall therefore ensure that the Complaints Procedure includes a Human Resources policy, especially in respect of complaints of unsatisfactory work performance.
- 2.8 The Chief shall maintain a working relationship with the Ontario Civilian Commission on Police Services and shall ensure that all directions from the Commission pursuant to sections 72 or 73 of the *Act* are complied with.
- 2.9 The Chief shall ensure that all members of the Police Service receive adequate training in the Complaints Procedure and Part V of the *Act* as well as the skills necessary to resolve complaints.
- 2.10 The Board recognizes that sections 64(17) and 65(19) of the *Act* provide for agreements that permit penalties or actions other than those specified in the *Act*.
- 2.11 The Chief shall ensure that appropriate designations are made under the *Act*.
- 2.12 The Board may develop materials for the effective administration of the Guideline.

3. COMPLAINT WITHDRAWALS

- 3.1 The Chief shall ensure that the Complaints Procedure includes the following provisions with respect to withdrawal of complaints:
 - (a) A provision requiring that the Professional Standards Section review every withdrawal of a complaint to ensure compliance with section 57(4) of the *Act*, and that any withdrawal which does not comply with that section be returned to the complainant with a letter setting out the provisions of the section, and explaining that the complaint may be resubmitted.
- 3.2 In making a decision concerning the withdrawal of a complaint or, in those circumstances where consent is necessary for a withdrawal, the Board or Chief, as the case may be, shall be guided by the public interest and what is in the best interests of the Police Service.
- 3.3 In making a decision whether to continue a complaint or to refuse to consent to a withdrawal, the Chief may make enquiries considered appropriate in the circumstances, including contacting the complainant. The same would apply to the Board in respect of conduct complaints about the chief or deputy or policy or service complaints under review by the Board.

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4. POLICY AND SERVICE COMPLAINTS

- 4.1 The Chief shall ensure that the Complaints Procedure includes a provision to ensure compliance with Section 61 of the *Act*.
- 4.2 Pursuant to section 61(9) of the *Act*, the Board shall establish a “Complaints Committee” made up of three members of the Board (two of whom constitute a quorum), to review policy or service complaints and to make recommendations.
- 4.3 Pursuant to section 61(2) of the *Act*, the Board requests that the Chief submit a brief written synopsis to the Board on every complaint about the policies or services provided by the Ottawa Police Service and his or her disposition of the complaint, including a policy and service complaint disposed of under subsection 59(3), (4) and (5) of the *Act*. The written synopsis shall form a portion of the Quarterly Complaints Report.
- 4.4 Requests for Review:
- 4.4.1 Upon receipt of a request for a review pursuant to section 61(7) of the *Act*, the Complaints Committee shall immediately notify the Chief in writing, and shall request the materials set out in Article 4.4.2.
- 4.4.2 Where a review of a policy and service complaint has been requested, the Chief shall submit a written report to the Complaints Committee in accordance with section 61(2) of the *Act*. The report shall include the following:
- (a) a copy of the complaint;
 - (b) a copy of the relevant forms provided to the complainant;
 - (c) in the event that the deeming provisions in section 61(6) of the *Act* have been invoked, the reasons therefore; and
 - (d) any other documentation or information considered in making any findings in respect of the complaint.
- 4.4.3 The Complaints Committee shall consider whether to obtain legal advice in respect of any aspect of the complaint that is the subject of the review.
- 4.4.4 Within thirty (30) days of receiving the request for review pursuant to section 61(7) of the *Act*, the Complaints Committee shall:
- (a) review the report of the Chief made pursuant to section 61(2) of the *Act* and
 - (b) make a written report to the Board with recommendations concerning the disposition of the complaint, including a recommendation as to whether or not to hold a public meeting on the matter.

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- 4.4.5 The Complaints Committee may extend the time limit in Article 4.4.4, above, upon giving notice to the complainant, the Chief and the Board.
- 4.4.6 If so requested by the Board, the Complaints Committee shall provide to the Board, all documentation and information considered by the Complaints Committee in making its recommendation.
- 4.4.7 In deciding whether to hold a public meeting pursuant to section 61(10) of the *Act*, the Board shall consider at least the following:
- (a) whether the complaint raises significant present, past or potential issues concerning public safety, law enforcement, and crime prevention in the City of Ottawa;
 - (b) whether public input could reasonably be required to effectively deal with the complaint, and
 - (c) whether it is in the public interest to hold such a public meeting.
- 4.4.8 (a) Notice of a public meeting to be held pursuant to section 61(10) of the *Act* shall be given by publication in English and French language newspapers that, in the opinion of the Board, are of sufficiently general circulation in the City so as to give the public reasonable notice of such meeting.
- (b) The notice shall include at least the following:
- (i) a summary of the nature of the complaint;
 - (ii) the time and place of the meeting;
 - (iii) the address for filing of written submissions;
 - (iv) the deadline for filing of such written submissions;
 - (v) any other relevant information.
- 4.4.9 The Board shall make a decision pursuant to section 61(8) of the *Act*, including a decision to hold a public meeting with respect to the complaint and notify the complainant and the Chief of its decision within sixty (60) days of receipt of the request for review by notice to the complainant and the Chief.
- 4.4.10 The Board may extend the time described in Article 4.4.9 above by giving written notice to the Chief and the complainant.
- 4.4.11 Wherever feasible, the Board shall deal with all issues relating to the complaint in a public meeting of the Board.
- 4.4.12 In accordance with section 35(4) of the *Act*, the Board may decide to deal with all or part of a complaint *in camera*.

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4.4.13 The Board shall ensure compliance with the *Municipal Freedom of Information and Protection of Privacy Act* and shall not disclose any personal information of the complainant or other parties without their consent.

5. CONDUCT COMPLAINTS - OFFICER

- 5.1 This Article relates to Conduct Complaints, except for conduct complaints relating to the Chief or Deputy.
- 5.2 The Chief shall ensure that the Complaints Procedure includes a provision to ensure compliance with sections 58, 64 and 68 of the *Act*.
- 5.3 In making a request for Board approval to refer an investigation to another police force pursuant to section 64(2) of the *Act*, the Chief shall make a written report to the Board recommending such referral and shall provide reasons and an estimate of the cost, including a statement as to whether the cost is budgeted.
- 5.4 (a) The Chief shall keep the Board informed of any serious complaint by way of confidential reports.
- (b) The Board shall receive these reports for information purposes only and shall treat the information as strictly confidential.
- 5.5 All decisions concerning criminal charges will be made in consultation with the Crown Attorney's Office. The Board shall be notified immediately of these decisions.
- 5.6 No member of the Board or Police Service shall enter into any agreement concerning criminal charges that involves the resignation of a member of the Police Service or Board.
- 5.7 Allegations of Sexual Misconduct and Family Violence
- 5.7.1 Allegations of sexual misconduct and family violence including spousal or family assault shall be regarded as serious and shall be fully investigated.
- 5.7.2 Complainants shall be given all necessary guidance, support and protection, including confidentiality of the complainant's identity when requested by the complainant, except for such disclosures as may be required by law.
- 5.7.3 Complainants shall be advised of the progress of disciplinary proceedings and their right to participate and shall also be informed of their right to request anonymity and a closed hearing.

6. CONDUCT COMPLAINTS - CHIEF OR DEPUTY

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- 6.1 This Article relates to Conduct Complaints relating to the Chief or Deputy.
- 6.2 The Board shall maintain a master file for each complaint considered pursuant to this article.
- 6.3 Beginning with the times set out in section 65(1) and (2) of the *Act*, the Board shall follow the time limits in the *Act* using Appendix "A" to this Guideline.
- 6.4 In order to ensure fairness and transparency to the process, the Chief shall enter into standing agreement(s) with respect to the responsibilities under section 59(1) & (2) of the *Act* in relation to a complaint about the Chief or a Deputy Chief. The agreement shall be with a Chief of police in a municipality or region similarly situated to Ottawa and shall require the chief discharging the duties under section 59(1) and (2) of the *Act* to do so within three (3) days.
- 6.5 The Chief shall ensure that all complaints concerning his or her conduct or the conduct of a Deputy are delivered to the Board within three (3) days of the determination that the complaint is a Conduct Complaint.
- 6.6 The Board shall within fourteen (14) days of commencing the review of the complaint, consider it at a confidential meeting:
- (a) whether the complaint is frivolous or vexatious or made in bad faith in accordance with section 65(3) of the *Act* and whether to continue to deal with the complaint;
 - (b) whether the facts upon which the complaint is based occurred more than six (6) months before the day of the complaint in accordance with section 65(4) of the *Act* and whether to continue to deal with the complaint;
 - (c) whether the complainant was directly affected by the conduct that is the subject of the complaint in accordance with section 65(5) of the *Act*.
- 6.7 In the course of its initial review of a complaint under section 65(1) of the *Act*, the Board shall consider the written complaint and any other documentation or information considered by the external Chief in determining if the complaint is a conduct complaint against the Chief or Deputy and shall not consider any other documentation or information concerning the complaint.
- 6.8 In the event the Board decides not to deal with a complaint for any of the reasons described in Article 6.6, the Board shall immediately inform the complainant and the Chief or Deputy in writing.
- 6.9 (a) In the event that the Board is of the opinion that the conduct may constitute conduct described in section 65(6) of the *Act*, the matter shall be referred to the Ontario Civilian Commission on Police Services for the

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- appointment of an external Chief of police to investigate the complaint.
- (b) When referring the matter to the Ontario Civilian Commission on Police Services, the Board shall request that the external chief of police conducting the investigation file with the Board, a cost estimate and a timetable prior to commencing the investigation.
- 6.10 If the Chief assigned by the Ontario Civilian Commission on Police Services to investigate the complaint reports to the Board:
- (a) that the complaint is unsubstantiated, the Board shall take no action;
 - (b) that the conduct of the Chief or Deputy constitutes misconduct or unsatisfactory work performance, the Board shall, if it considers the conduct to be not of a serious nature, proceed in accordance with sections 65(13) through (18) of the *Act*, (see Article 6.18);
 - (c) that the conduct of the Chief or Deputy constitutes conduct described in section 65(6) of the *Act*, the Board shall refer the matter to the Ontario Civilian Commission on Police Services to hold a hearing pursuant to section 65(9).
 - (d) that the Chief or Deputy is suspected of or charged with an offence under the laws of Canada or a Province or a Territory, or is suspected of an offence under section 74, the Board shall consider whether to invoke the suspension provisions of section 67 of the *Act*.
- 6.11 The Board shall serve notice of its action on the Chief or Deputy and the complainant.
- 6.12 Once the Board decides to refer the matter to the Ontario Civilian Commission on Police Services pursuant to section 65(9) of the *Act*, it shall:
- (a) give notice in writing to the Chief and the complainant, and
 - (b) give written notice to the Ontario Civilian Commission on Police Services of its decision, without reasons, together with a copy of the complaint but shall not provide any other documentation or information except as may be requested by the Ontario Civilian Commission on Police Services.
- 6.13
- (a) The Ontario Civilian Commission on Police Services shall designate Counsel to act as Prosecutor pursuant to section 65(10) of the *Act*.
 - (b) Prior to designating Counsel, the Board shall request the Ontario Civilian Commission on Police Services to obtain from such counsel, a schedule of his or her fees showing hourly and per diem rates to be charged, and

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provide that information to the Board in advance of the Counsel being retained.

- 6.14 If the Board receives direction from the Ontario Civilian Commission on Police Services to take action under section 68 in accordance with section 65(12) of the *Act*, the Board shall take such action and serve a written notice of the penalty imposed, upon all parties.
- 6.15 The Chair shall cause an entry to be made in the Chief's or Deputy's employment record pursuant to section 68(9) of the *Act*, as directed by the Ontario Civilian Commission on Police Services in accordance with Section 65(12).
- 6.16 Articles 5.5. and 5.6 apply to any criminal or potential criminal charge in relation to a Chief or Deputy.
- 6.17 Conduct, not of a serious nature
- 6.17.1 Pursuant to section 58(2) of the *Act*, if the Board concludes that the conduct of the Chief or Deputy is obviously conduct not of a serious nature, the Board may resolve the matter informally upon the written consent of the Chief or Deputy and the complainant.
- 6.17.2 The Chair shall ensure the Chief's or Deputy's employment record is expunged in accordance with Section 65(18).
- 6.18 If informal resolution is attempted but not achieved, the Board shall follow the procedure outlined in section 65(17) of the *Act*.
- 6.19 If the procedure in section 65(17) of the *Act* fails, the Board shall refer the matter to the Ontario Civilian Commission on Police Services to hold a hearing.
- 6.20 Articles 4.4.11 to 4.4.13 apply to complaints against a Chief or Deputy.

7. BOARD REPORTS

- 7.1 (a) The Chief shall make quarterly written Complaints Reports to the Board at regularly scheduled Board meetings.
- (b) The reports shall provide cumulative year-to-date information.
- (c) The Board shall deliver to the Ontario Civilian Commission on Police Services the year-end report and other reports, if so requested by the Commission.
- (d) The Chief shall include relevant complaints information in the annual report of the Service.

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- 7.2 The report shall include the following information in respect of Policy and Service Complaints:
- (a) the total number of complaints made;
 - (b) the number of complaints concerning which the Chief took no action;
 - (c) the number of complaints determined to be unsubstantiated pursuant to section 64(6) of the *Act*, or not acted upon pursuant to section 59(3),(4) or (5) of the *Act*;
 - (d) the number of complaints concerning which the Chief took action, and a summary of the action taken;
 - (e) the number of requests for review made to the Board concerning which the Board took action, a summary of the action taken, and the Service's response to the Board's action;
 - (f) the date the complaint is received and the date it is finally disposed of; and
 - (g) the number of time extensions made in respect of the complaints.
- 7.3 The report shall include the following information in respect of Conduct Complaints, except for those complaints against the Chief or the Deputy:
- (a) the number of complaints made;
 - (b) the number of referrals to other Police Services pursuant to section 64(2), (4) or (5) of the *Act*, and an estimate of the cost of such referrals;
 - (c) the number of complaints determined to be unsubstantiated pursuant to section 64(6) of the *Act*, or not acted upon pursuant to section 59(3), (4) or (5) of the *Act*;
 - (d) the number of reviews requested pursuant to section 64(6), or 59(6) of the *Act* and the results of those reviews;
 - (e) the number of hearings held pursuant to section 64(7) of the *Act* and the findings pursuant to section 64(10) of the *Act*;
 - (f) the number of complaints dealt with informally pursuant to section 64(11) of the *Act*;
 - (g) the number of complaints resolved or dealt with pursuant to section 64(15) of the *Act*;

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- (h) a summary of the penalties imposed pursuant section 68(1) or (5) of the *Act*;
 - (i) the number of outstanding complaints as at the end of the reporting period;
 - (j) the date the complaint is received and the date it is finally disposed of;
 - (k) the number of time extensions made in respect of the complaints; and
 - (l) the number of appeals pursuant to section 70 of the *Act* and the results.
- 7.4 The combined 4th Quarter and Annual Report shall include an analysis of the frequency, nature and substance of the policy and service and conduct complaints, (excluding complaints against the chief and deputies), and the opinion of the Chief as to whether such frequency, nature and substance of the complaints requires some form of remedial or other training or additional resources to process the complaints.
- 7.5 The Board shall, from time to time, review the reporting process with a view to determine the adequacy of resources directed to administer complaints.

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APPENDIX “A” TO THE COMPLAINTS GUIDELINE

ARTICLE 6.4

COMPLAINTS PROCESS DATES

To determine the date a complaint is deemed to have been made, refer to Section 57(6) of the *Act*.

To determine when forms or other notices required to be given pursuant to the *Act* or the Guideline are deemed to have been served, refer to Section 77 of the *Act*.

Part I Preliminary Issues [Section 59] (for Service Use)

	Due Dates (if applicable)	Date Completed (if applicable)
1. <u>Notice</u> [s. 59(2) and 59(6)]		
(a) S. 59(2) Notice served	_____	_____
(b) S. 59(6) Notice served	_____	_____
2. <u>Commission Review - Preliminary Issues</u>		
(a) 30 day review period expires [s. 59(7)]	_____	_____
(b) Commission decision date [s. 59(7)]	_____	_____
(c) No review [s. 59(9)]	_____	_____
3. <u>Start of Review</u>		
(a) Begins on later of 2(a) or (b), or 2(c) if applicable [s.59(8)]	_____	_____
(b) Chief of Deputy Complaint to Board within 3 days	_____	_____

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Due Dates Date Completed
(if applicable) (if applicable)

Part II Policy Complaints

1. General - Service Responsibilities

- | | | |
|--|-------|-------|
| (a) Start date of review | _____ | _____ |
| (b) 60 day disposition [Notice] | _____ | _____ |
| (c) Extension of time [Notice] | _____ | _____ |
| (d) 30 day review period to Board [s. 61(7)] | _____ | _____ |

2. General - Complaints Committee of Board

- | | | |
|--|-------|-------|
| (a) Date request for review received | _____ | _____ |
| (b) Date report requested from Chief | _____ | _____ |
| (c) Report received (due in 10 days) | _____ | _____ |
| (d) Report to Board due within 30 days | _____ | _____ |
| (e) Time extension notice [Notice] | _____ | _____ |
| (f) Board disposition due in 30 days [5(16)] | _____ | _____ |
| (g) Extension of time [Notice] | _____ | _____ |

3. General - Board, No Complaints Committee

- | | | |
|--|-------|-------|
| (a) Date request for review received | _____ | _____ |
| (b) Date report requested from Chief | _____ | _____ |
| (c) Report received (due in 10 days) | _____ | _____ |
| (d) Board decision to hold public meeting due in 30 days | _____ | _____ |
| (e) Extension of time [Notice] | _____ | _____ |
| (f) Board disposition required in 60 days from 3(a) above [Notice] | _____ | _____ |

Part III Conduct Complaints (except for Chief or Deputy) [Section 64] (for Service Use)

1. General

Due Dates Date Completed
(if applicable) (if applicable)

- | | | |
|--|-------|-------|
| (a) Start date of review | _____ | _____ |
| (b) Notice of hearing required with six months [s. 69(18)] | _____ | _____ |

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- (c) Investigation referred to external chief [s. 64(2)] _____
- (d) Report(s) from external chief _____

2. **Unsubstantiated Conduct Complaints**

- (a) Notice to complainant and police officer [s. 64(6)] _____
- (b) 30 day Commission review period _____

3. **Informal Resolution**

- (a) Notice of informal resolution s. 64(12)] _____
- (b) 30 day review period expires [s. 64(13)] _____
- (c) Commission decision date [s. 64(13)] _____
- (d) No review [s. 64(14)] (c), or 3(d) if applicable) _____
- (f) Notice to police officer of reasonable information [s 64(15)] _____
- (g) Reply by police officer [64(15)] _____

4. **Hearing**

- (a) Hearing date _____
- (b) Notice of hearing date given _____
- (c) Prosecutor appointed [s. 64(8)] _____
- (d) Hearing officer appointed [s. 76(1)] _____
- (e)Penalty hearing date _____

5. **Record**

- (a) Expunging of record - two years from date of penalty [s. 64(16)] _____

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Due Dates Date Completed
(if applicable) (if applicable)

6. Withdrawal of Complaint

(a) Date withdrawal received _____
 (b) Notice to police officer [s.56(4)] _____

**Part IV Conduct Complaints - Chief or Deputy
(for Board Use)**

1. General

(a) Start date of review [s. 65(1) and (2)] _____
 (b) Notice of Hearing [Notice]
 required within six months [s. 69(18)] _____

2. Preliminary Issues

(a) Due date of Form 7 service
 [s. 65(3),(4) and (5)] _____

3. Commission Review of Preliminary Issues

(a) 30 day review period expires [s. 65(1)] _____
 (b) Commission decision [s. 65(1)] _____
 (c) No review by complainant [s. 65(2)] _____

4. Referral to Commission

(a) Date of referral [s. 65(6)] _____
 (b) Date external chief assigned _____
 (c) Date(s) of reports _____

5. Unsubstantiated Complaints [s. 65(8)]

(a) Date Notice served _____

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Due Dates
(if applicable) Date Completed
(if applicable)

(b) 30 day review period expires _____
 (c) Commission decision given _____

6. Hearing

(a) Date Referred served:

_____ on Chief _____ on Complainant _____ on Commission

Due Dates
(if applicable) Date Completed
(if applicable)

(b) Hearing date _____
 (c) Notice of penalty hearing date _____

7. Informal Resolution [s.65(13)]

(a) Notice to complainant served [Notice] _____
 (b) Commission review period (30 days) [s. 65(15)] _____
 (c) Commission decision [s. 65(15)] _____
 (d) No review by complainant [s. 65(16)] _____
 (e) Informal resolution begins (later of 7(b) or (c), or 7(d) if applicable) _____
 (f) Notice to Chief or Deputy of reasonable information [s. 65(15)] _____
 (g) Reply by Chief or Deputy received _____

8. Record

(a) Expunging of record - two years from date of penalty [s. 65(18)] _____

9. Withdrawal of Complaint

(a) Date withdrawal received _____
 (b) Notice to Chief or Deputy [s.56(4)] _____

CHAPTER ONE: GOVERNANCE AND ADMINISTRATION

Policy Number:	Policy Subject:
GA-10	ACTING PAY FOR SENIOR EXECUTIVE POSITIONS
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , section 31(1)(c) & (d)
DATE APPROVED	24 September 2007
DATE AMENDED	
DATE TO BE REVIEWED	2008
REPORTING REQUIREMENT	N/A

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(1)(c) of the *Police Services Act* states that the board shall, “establish policies for the effective management of the police force”. Section 31(1)(d) of the *Act* states that the board shall, “recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account.”

BOARD POLICY

The Ottawa Police Services Board is committed to providing leadership development opportunities to members of the Police Service and supports the utilization of ‘acting’ assignments for the purpose of gaining experience in senior command positions. Acting assignments provide senior staff with a chance to participate firsthand in the decision-making that occurs at the Executive level, to see the many factors that influence decisions and to experience the complexity of contacts and communication expected of a police leader.

This policy provides direction with regard to the salary individuals shall receive when fulfilling acting assignments in the positions of Chief of Police, Deputy Chief of Police, Director General (a civilian equivalent to a Deputy Chief) and General Counsel to the Chief. All positions affected by this policy are retained through individual contracts with the Board.

It is the policy of the Ottawa Police Services Board that:

1. Any employee designated by the Board or Chief of Police to perform the duties of the Chief of Police, a Deputy Chief of Police, the Director General, or General Counsel to the Chief for a continuous period of more than ten (10) days shall receive acting pay during the time the employee acts in that capacity, retroactive to the start date of the assignment.
2. In determining acting pay for the Deputy Chief or Director General positions, for the duration of the acting assignment the employee in the acting assignment will receive acting pay equal to the step in the higher rank’s salary grid that is closest to their incumbent hourly salary rate, provided it constitutes at least a four percent (4%) increase over their incumbent hourly salary rate.

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3. In determining acting pay for the Chief of Police position, reference will be made to the Acting Chief Salary Grid. The Acting Chief Salary Grid will be reviewed annually.
4. In determining acting pay for the General Counsel position, the employee in the acting assignment will receive acting pay equal to the salary of the General Counsel.
5. The hours of work for acting assignments under this policy are seven (7) hours per day (not including lunch hour), or 70 hours bi-weekly.
6. Employees in acting assignments under this policy will continue to receive the rights and benefits to which they are entitled in their incumbent position. Only the amount of salary paid will change during the acting assignment.
7. Should an employee serve in an acting position for a period greater than one year, they will receive an increment to the next level, subject to satisfactory performance.

CHAPTER TWO: BOARD / CHIEF LINKAGES

Policy Number:	Policy Subject:
BC-1	BOARD / CHIEF RELATIONSHIP
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act section 31(1)(c), 31(1)(e), 31(3), 31(4)</i>
DATE APPROVED	June 1999
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Addressed in Annual Report on Board Performance and Annual Chief's Performance Review

LEGISLATIVE REFERENCE / AUTHORITY

Section 31 of the *Police Services Act* sets out the following responsibilities for police services boards in connection to its relationship with the chief of police:

- 31(1) A board is responsible for the provision of adequate and effective police services in the municipality and shall,
- c) establish policies for the effective management of the police force;
 - e) direct the chief of police and monitor his or her performance;
- 31(3) The board may give orders and directions to the chief of police, but not to other members of the police force, and no individual member of the board shall give orders or directions to any member of the police force.
- 31(4) The board shall not direct the chief of police with respect to specific operational decisions or with respect to the day-to-day operation of the police force.

This policy sets out general rules regarding the relationship between the board and the chief of police, and general expectations that the board has of the chief of police. The policies contained in chapters 3 and 4 of this Manual address specific directions from the board to the chief.

BOARD POLICY

GENERAL PRINCIPLES

Based on the relevant legislation, the Ottawa Police Services Board has established the following general principles to define its relationship to the Chief of Police and its expectations of him or her:

1. The Chief of Police is accountable to the Board acting as a body. The Board will instruct the Chief primarily, but not solely, through written policies. Interpretation,

CHAPTER TWO: BOARD / CHIEF LINKAGES

implementation and detailed operational policy development are the purview of the Chief.

2. The Chief of Police shall ensure that all practices, activities, decisions and organizational circumstances are consistent with the *Police Services Act* of Ontario, the *Adequacy and Effectiveness of Police Services Regulation*, Ministry Standards, other relevant statutes, contractual agreements the Board has made with its bargaining units, Board policies, and commonly accepted business practices and professional ethics.
3. Only decisions of the Board acting as a body are binding upon the Chief.
 - a) Decisions or instructions of individual Board members, officers, or committees are not binding on the Chief except in those instances when the Board has specifically authorized such exercise of authority and has advised the Chief of such authority.
 - b) In the case of Board members or committees requesting information or assistance without Board authorization, the Chief can refuse such requests that require, in the Chief's judgement, a material amount of staff time or funds or are disruptive.
4. As the Board's single official link to the organization, the Chief's performance will be considered to be synonymous with organizational performance as a whole. Consequently, the Chief's job contributions are based on performance in only two areas:
 - a) Organizational accomplishment of the goals and objectives of the organization's Business Plan; and
 - b) Compliance with the Board's policies contained in Chapter 3 - "Chief's Requirements" and Chapter 4 - Ministry Policing Standards and Regulations, of this Manual.

CHAPTER TWO: BOARD – CHIEF LINKAGES

Policy Number:	Policy Subject:
BC-2	MONITORING THE CHIEF’S PERFORMANCE
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , section 31(1)(e). <i>Adequacy and Effectiveness of Police Services Regulation</i> , 3/99, section 35.
DATE APPROVED	June 1999
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Quarterly, Semi-Annual & Annual reporting, depending on subject

LEGISLATIVE REFERENCE / AUTHORITY

1. Section 31(1)(e) of the *Police Services Act* states that, “a board is responsible for the provision of adequate and effective police services in the municipality and shall direct the chief of police and monitor his or her performance.”
2. Section 35 of the *Adequacy and Effectiveness of Police Services Regulation* requires that every board implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the Act and its regulations.

BOARD POLICY

PROCESS FOR MONITORING PERFORMANCE

The Board has adopted this policy to establish the way in which it will monitor the Chief’s performance. Monitoring of the Chief’s job performance will be solely against the expected job outputs for the Chief: organizational accomplishment of the Business Plan; and organizational operation within the boundaries established in the *Police Services Act*, policies contained in the *Chief’s Requirements* Chapter of the Board’s Policy Manual, and the policies in the Ministry Policing Standards and Regulations Chapter of the Manual.

Accordingly:

1. Monitoring will be conducted to determine the degree to which Board policies are being fulfilled. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - a) **Internal Report:** Disclosure of compliance information to the Board from the Chief.
 - b) **External Report:** Discovery of compliance information by a disinterested, external auditor, inspector or judge, or by the Ministry of Community Safety and Correctional

CHAPTER TWO: BOARD – CHIEF LINKAGES

Service as part of its regular inspection of a police service. Such reports must assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.

- c) **Direct Board Inspection:** Discovery of compliance information by a Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board that allows a "prudent person" test of policy compliance.

Upon the choice of the Board, any policy can be monitored by any method at any time.

3. For policies monitored through internal reporting, an annual Calendar of Monitoring Requirements will be developed and submitted to the Board by its Executive Director at the first Board meeting each year, following consultation with the Chief, that identifies the months in which regular monitoring reports are due to be submitted to the Board.

CHIEF'S REQUIREMENTS

The Chief shall ensure that:

1. Reports identified in the Board's annual Calendar of Monitoring Requirements are submitted in a timely, accurate and understandable fashion, directly addressing the provisions of the policies being monitored. If it is not possible to submit a monitoring report by the specified due date, an explanation and new due date will be provided to the Board.
2. The Board is provided with information as required by the *Police Services Act* and associated Regulations, in accordance with the Calendar of Monitoring Requirements, including:
 - a) An annual report on compliance with policies contained in this Manual, including the Ministry Standards.
 - b) An annual report on the secondary activities of all sworn officers⁵.
 - c) An annual report summarizing the activities of the Ottawa Police Service over the previous fiscal year⁶, including information on:
 - i. its performance objectives, indicators and results;
 - ii. public complaints; and
 - iii. the actual cost of police services in comparison to the original Budget Estimates.
 - d) Quarterly and year-end reports on the administration of the complaints system⁷.
 - e) Quarterly and year-end reports on the finances of the organization, including information on:
 - i. All contracts awarded by the Chief that exceed \$25,000.⁸ (*pending approval of revised FAP Manual.*)
 - ii. completion and closure of capital projects.
 - iii. Donations, loans and sponsorships accepted by the Police Service.⁹

⁵ Section 31(1)(g) of the *Police Services Act*.

⁶ Adequacy Standards Regulation, Paragraph 31 – Reference Ministry Standard AI-011

⁷ Section 31(1)(j) of the *Police Services Act*.

⁸ Section 3.2.4.6 of the Board's Finance and Administration Procedures Manual

⁹ Required by policy on the Acceptance of Donations, Loans and Sponsorships.

CHAPTER TWO: BOARD – CHIEF LINKAGES

- f) Quarterly reports on the appointment of new members of the Police Service.¹⁰
- g) Quarterly reports on Senior Officer Assignments.
- h) Information that will be included in the Board's Business Plan every three years¹¹. This will include information on quantitative and qualitative performance objectives and indicators relating to:
 - i. the police force's provision of community-based crime prevention initiatives;
 - ii. community patrol and criminal investigation services;
 - iii. community satisfaction with police services;
 - iv. emergency calls for service;
 - v. violent crime and clearance rates for violent crime;
 - vi. property crime and clearance rates for property crime;
 - vii. youth crime and clearance rates for youth crime;
 - viii. police assistance to victims of crime and re-victimization rates;
 - ix. road safety;as well as information technology, resource planning, and police facilities.
- i) Semi-annual status reports on the Business Plan.¹²
- j) Any secondary activities that he/she is personally contemplating so the Board can determine if it is acceptable¹³.

¹⁰ Section 31(1)(a) of the *Police Services Act*.

¹¹ Required under Paragraph 30 of the Adequacy Standards Regulation – Reference Ministry Standard AI-001

¹² Direction approved by the Board on 24 April 2006.

¹³ Section 49(3) of the *Police Services Act*.

CHAPTER THREE: CHIEF'S REQUIREMENTS

Policy Number:	Policy Subject:
CR-1	TREATMENT OF STAFF
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , sections 31(7), 41(1)(b), 64(16), 65(18) and Ministry Standard AI-003.
DATE APPROVED	June 1999
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

LEGISLATIVE REFERENCE / AUTHORITY

The *Police Services Act* contains the following sections pertinent to the treatment of staff:

- | | |
|--------------------------|---|
| Section 31(7) | - Guidelines re Secondary Activities |
| Section 41(1)(b) | - Duties of Chief of Police |
| Section 64(16) | - Employment Record Expunged |
| Section 65(18) | - Employment Record Expunged |
| Ministry Standard AI-003 | - Equal Opportunity, Discrimination and Workplace Harassment (see Chapter 4). |

BOARD POLICY

It is the policy of the Ottawa Police Services Board that the Chief shall ensure that:

1. There are no violations of any legislative standard such as those set out in *the Ontario Human Rights Code*, the *Occupational Health and Safety Act* and the *Police Services Act*.
2. Management procedures are in place that are consistent with the Police Service's Respectful Workplace Program, that clearly set out rules for staff relations, and that provide for the effective handling of grievances.
3. The salary, benefits and working conditions of any sworn officer, civilian members or any individual staff member including him or herself are consistent with the appropriate contract as negotiated and signed by the Board.
4. All staff (sworn officers and civilian personnel) receive formal feedback at least every two years on their individual performance, performance targets and training requirements for the coming review period. Furthermore, formal feedback will be provided at least annually to Deputy Chiefs and equivalent. Before providing feedback the Chief will first discuss his/her assessment of their performance with the Board and the planned performance targets for the coming year.

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5. Meritorious service, community service, long service and valour demonstrated by either sworn officers, auxiliary staff, civilian staff, or volunteers is properly recognized.
6. Sworn officers do not engage in any secondary activity that interferes with or influences adversely the performance of his or her duties as a member of the Ottawa Police Service or is likely to bring discredit to the organization.¹⁴
7. No staff member is discriminated against on any prohibited ground.¹⁵
8. Discipline is maintained.¹⁶

Any informal discipline entry related to conduct on a police employment record is expunged two years after being made if during that time there have been no other entries concerning misconduct or unsatisfactory work performance¹⁷ as defined by Part V of the *Police Services Act*.

9. This policy is communicated to all members of the Police Service.

¹⁴ *Police Services Act* Section 31(7)

¹⁵ Reference Ministry Standard AI-003

¹⁶ *Police Services Act* 41(1)(b).

¹⁷ *Police Services Act* Section 64(16) and 65(18).

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Policy Number:	Policy Subject:
CR-2	FINANCIAL PLANNING AND OPERATIONS
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> sections 35(1)(c) & 39(1)
DATE APPROVED	June 1999
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Quarterly financial reports and year-end report

LEGISLATIVE REFERENCE / AUTHORITY

Section 35(1)(c) of the *Police Services Act* requires that the Police Services Board establish policies for the effective management of the police force.

Section 39(1) of the *Police Services Act* requires the Board to submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required to maintain the police force and provide it with equipment and facilities, and pay the expenses of the board's operation other than the remuneration of board members.

BOARD POLICY

FINANCIAL PLANNING

Financial planning for any fiscal period or the remaining part of any fiscal period shall adhere to the organizational Business Plan priorities, avoid fiscal jeopardy, demonstrate a generally acceptable level of foresight, and will be derived from a multiyear plan.

Accordingly, the Chief shall ensure that budgeting:

1. Contains sufficient information to enable credible projections of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans expenditures in any fiscal year that are consistent with the amount of funds that are conservatively projected to be received from property levies and other sources in that period.
3. Provides sufficient funds for Board operation and priorities during the year as set forth in the Board's workplan.
4. Provides adequate resources for achieving the Business Plan.

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FINANCIAL OPERATIONS

The Chief shall ensure that:

1. The expenditure of funds in any year shall not exceed what is available in the approved budget estimates (operating and capital) for the year. Should special circumstances necessitate the expenditure of funds beyond what is available in the approved budget, it shall be reported to the Board at the earliest opportunity.
2. Any specifically designated Long-Term Reserves are not used.
3. Tax payments or other government-ordered payments or filings are accurately filed within required timeframes.
4. Receivables are aggressively pursued after a reasonable grace period.
5. More cost-effective mechanisms for delivering service and achieving the objectives of the Business Plan will be constantly sought out.
6. Staff adhere to the practices outlined in the Board's *Finance and Administration Procedure Manual*.
7. The Board receives quarterly status reports on the organization's finances as well as a year-end report.

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Policy Number:	Policy Subject:
CR-3	SUCCESSION PLANNING
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , section 31(1)(c)
DATE APPROVED	24 September 2007
DATE AMENDED	
DATE TO BE REVIEWED	December 2008
REPORTING REQUIREMENT	Annual reporting

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(1)(c) of the *Police Services Act* states that the board shall establish policies for the effective management of the police force. This policy was created to provide direction to the Chief of Police with regard to succession planning to ensure the development of leadership and leadership capability within the police service.

BOARD POLICY

It is the policy of the Ottawa Police Services Board that succession planning be an organizational priority to develop leadership and leadership capability. This policy sets out the requirements the Board expects the Chief to implement and comply with in his/her administration and operation of the Ottawa Police Service.

Accordingly, the Chief shall ensure that any police service directive and/or procedure relating to succession planning be based on the following principles and requirements:

1. It is in compliance with legislative and constitutional requirements, and recognized legal principles;
2. It is administered in full compliance with the Ottawa Police Service's Respectful Workplace Program, in a professional manner and with skill, integrity, objectivity and accountability;
3. It is to the betterment of the entire police service and the community it serves to identify individuals with leadership skills, leadership capability and growth potential and to provide them with opportunities to develop their skills and to gain experience in leadership roles;
4. It is recognized that a robust and targeted succession plan is a necessity, and reflective of best practices, to ensure the development of a pool of qualified individuals who are able to step into leadership positions both in the short term and on a permanent basis;
5. It is recognized that a vigorous and successful succession plan is reflective of a 'learning' organization;
6. That a combination of opportunities will be used to provide development for leadership candidates, including but not limited to: utilization of 'acting' positions for the purpose of gaining experience; training programs; educational courses and 'accelerated' learning;

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secondments; lateral transfers to gain knowledge of different areas of the organization; and mentoring.

7. In order to protect the Board from sudden loss of the Chief's services, that at least two other executives are familiar with Board and Chief issues and processes, and shall have appropriate records and documentation that would facilitate continuity of operations.

MONITORING

On an annual basis, the Chief of Police shall:

1. In conjunction with the Board, assess the effectiveness of the succession planning policy with respect to the Chief of Police position, the Deputy Chief positions and the Director General position for both emergency situations and long term planning.
2. Determine the effectiveness of the succession planning policy and identify any areas that require amendment or additional support.

REPORTING

On an annual basis, the Chief of Police shall:

1. Report to the Board on the status of the succession plan, including identifying to the Board the number of individuals identified for each rank, and each applicable civilian position, deemed to be able to immediately assume a leadership position or have leadership capability.
2. Identify to the Board the individuals whom he would recommend be called upon to assume the acting position of Chief of Police, Deputy Chief(s) of Police and Director General in an emergency situation, should any of these individuals be unable to perform their duties for a length of time.

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Policy Number:	Policy Subject:
CR-4	ASSET PROTECTION
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> sections 132, 133 & 134; <i>Adequacy and Effectiveness of Police Services Regulation</i> section 13(1)(n); <i>Ministry Standard LE-020</i> .
DATE APPROVED	June 1999
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

LEGISLATIVE REFERENCE / AUTHORITY

Section 132 of the *Police Services Act* sets out rules related to the handling of personal property of all kinds, other than firearms and money, that comes into the possession of a police force.

Section 133 of the *Police Services Act* sets out rules related to the handling of money that comes into the possession of a police force.

Section 134 of the *Police Services Act* sets out rules related to the handling of firearms that are in the possession of a police force because they have been found, turned in or seized.

Section 13(1)(n) of the *Adequacy and Effectiveness of Police Services Regulation* requires every chief of police to establish procedures and processes in respect of property and evidence control. (Reference Ministry Standard LE-020.)

BOARD POLICY

Although all real assets are owned and maintained by the City of Ottawa, the Chief shall ensure that assets are protected, adequately maintained, and not unnecessarily risked beyond a level required in the normal course of business.

Accordingly, the Chief shall ensure that:

1. The organization is insured against major casualty losses to replacement value and against liability assigned to Board members, staff or the organization itself in an amount consistent with the coverage of the City of Ottawa.¹⁸

¹⁸ Under the Finance & Administrative Procedures Manual, the City of Ottawa Treasurer has general authority to supervise the Board's Risk Management Program. The Board should have only one point of contact for these sorts of things, the Chief. He in turn may wish to make use of the City's expertise in this area.

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2. Facilities and equipment are not subjected to improper wear and tear or insufficient maintenance.
3. The organization, its Board or staff, are not exposed unnecessarily to claims of liability.
4. Funds are received, processed or disbursed under controls that are sufficient to meet the normal standard of an external auditor.
5. Real property is not acquired, encumbered or disposed of.
6. Evidence (information, files and physical goods) and recovered property are protected from loss or significant damage prior to return to the lawful owner or authorized disposal.
 - a) Where no owner can be located for evidence or recovered property, authorized disposal will be by public auction or by conversion to operational police use where there is a well established need that would otherwise be met by purchase of a similar asset through the normal process¹⁹. No asset will be converted to operational police use, on either a temporary or permanent basis, without the express permission of the Board.²⁰
 - b) A registry of property shall be maintained recording the full particulars of the asset and its ultimate disposal.
 - c) Any unclaimed firearms are to be destroyed promptly, sent to the Centre for Forensic Sciences if deemed to be historic, or another organization deemed acceptable by the Solicitor General. To assess the historical value of unclaimed firearms, the Chief will have them examined by a recognized expert.
7. Intellectual property, information, and files are protected from loss or significant damage.
8. The organization's public image or credibility is not endangered, particularly in ways that would hinder its accomplishment of the Business Plan.

¹⁹ Approved at the 25 May 1998 meeting of the Police Services Board.

²⁰ Reference sections 132 and 134 of the *Police Services Act*. Approved at 25 Sep 00 meeting of Police Services Board.

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Policy Number:	Policy Subject:
CR-5	COMMUNICATION AND COUNSEL TO THE BOARD
LEGISLATIVE REFERENCE / AUTHORITY	N/A
DATE APPROVED	June 1999
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

Information and advice to the Board must be timely, concise, complete and accurate.

Accordingly, the Chief shall:

1. Gather for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices. Reports to the Board shall indicate what consultation took place.
2. Inform the Board of significant program changes related to the service delivery model.
3. Inform the Board of any staff changes at the senior officer or equivalent civilian levels on a quarterly basis.
4. Ensure the Board is aware of relevant trends, significant changes in federal, provincial or municipal policies, and significant external and internal changes that may impact Board policies.
5. Ensure the Board is aware of anticipated adverse or positive media coverage.
6. Advise the Board if, in the Chief's opinion, the Board is not in compliance with its own policies, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the Chief.
7. Deal with the Board as a whole except when: (a) fulfilling individual requests for information; or (b) responding to officers or committees duly charged by the Board.
8. Report in a timely manner on actual or anticipated non-compliance with any policy of the Board.

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Policy Number:	Policy Subject:
CR-6	PUBLIC CONSULTATION
LEGISLATIVE REFERENCE / AUTHORITY	N/A
DATE APPROVED	24 November 1997
DATE AMENDED	
DATE TO BE REVIEWED	2008
REPORTING REQUIREMENT	

BOARD POLICY

PURPOSE

This policy provides a framework for a process of engagement with the public in order to solicit their views as an integrated part of the decision-making process at the Ottawa Police Service.

Good internal communication inspires employee commitment, enhances organizational cohesiveness, and promotes the development and implementation of Board and Service plans. Similarly, well conceived external communication and consultation promotes public understanding of Ottawa Police policies, programs and services and provides the Board and Service a critical insight into public attitudes and expectations.

The Ottawa Police Service is committed to providing the residents of this area with the highest possible level of service, and recognizes that there is always opportunity for improvement. Meeting and exceeding the expectations of the citizens of Ottawa is an on-going challenge.

The Ottawa Police Service is committed to ensuring that administrative and policy processes are open and accessible, are respectful of the public's right to be involved, and are responsive to the public need for information.

The Public Consultation policy supports the Service's mission statement and is fundamental to acquiring public understanding, and support, for the actions of the Police Services Board.

GOALS

The goals of the Board's Public Consultation policy are:

- a) To provide an opportunity to every citizen who wishes to be heard.
- b) To recognize the knowledge and preferences of citizens as a source of information for decision-making.
- c) To provide the public with sufficient and comprehensible information about the Service's

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mandate, services and programs.

- d) To provide a timely and comprehensive response to public requests for information.
- e) To address the impacts of Police Service decisions on the community.
- f) To ensure the Police Service is kept informed about public opinion and community aspirations.
- g) To develop and maintain a trusting, positive, cooperative relationship between the Police Service and its citizens.
- h) To improve the quality of Police Service decisions.

BENEFITS

Public consultation is a means to achieve improved policies, programs and other initiatives of the organization. The Ottawa Police Services Board is committed to public consultation beyond that which is mandated by legislation.

The benefits of public consultation include:

- a) responding to the community's right to know and to be involved, as well as the Police Services Board's obligation to make decisions on behalf of the community;
- b) recognizing the value of the opinions and expertise offered by members of the public;
- c) acknowledging public sensitivity to change in the community and its desire to participate effectively in the policy and program development processes;
- d) ensuring information and knowledge is shared with and/or received from the public;
- e) providing opportunities to build consensus around issues or changes; and
- f) encouraging active public promotion regarding implementation of Police Service initiatives.

DEFINITIONS

Public

Those outside the Police Service, primarily citizens living in, or owning assets in the City, including corporate entities.

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Community

Collectives of individuals organized around common interests, needs or experiences, such as work, residential areas, or attachments to common values, usually having identified leaders, formal and informal means of communication, and a history of actions that form a common history and method of relating to others.

Consultation

The process of asking the public its thoughts about an issue, approach to an issue, or methods of evaluation before making formal proposals.

Participant

A member of the public involved in a process of consultation.

Education

The process of learning.

Consensus/General Agreement

Group solidarity in sentiment and belief.

These terms can be used in different contexts. Public Consultation is meant to envelop all of them.

VALUES THAT SUPPORT PUBLIC CONSULTATION

- a) *Instill consultation as a way of organizational life* - the Service will consult the community as a normal part of its work.
- b) *Consult early in the process* - consultation is much more fruitful and less demanding of resources when it occurs early in the process.
- c) *Ensure two-way communication* - communication with the public not only flows both ways, but also can be initiated by either side. The Service should consult the community, and the community should consult the Service.
- d) *Recognize uniqueness* - each problem and situation is unique. The Service should be innovative, flexible, and sensitive to local conditions, all of which needs close contact with both the affected community and community at large.
- e) *Respect uniformity and coordination* - by considering each problem from many points of view, the Service is more likely to achieve a preferred solution.
- f) *Recognize that community leadership is valuable* - community leaders provide a valuable resource to the Service.
- g) *Know the community* - be familiar with the community, their concerns, their goals, their

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strengths and their needs.

- h) *Recognize the importance of continuity* - the Service should recognize that change may disrupt the lives of its citizens. Change may be viewed negatively when it:
- does not serve the needs of those experiencing the change;
 - occurs without time to adjust;
 - is not preceded by opportunities for consultation; or
 - seems to create impacts and benefits which are not fairly distributed.

PROCESS FOR CONSULTATION

An effective public consultation process is crucial to the achievement of the mandate and mission of the Ottawa Police Service. Such a process encourages an open and responsive relationship with the citizens.

Due to the diversity and complexity of activities undertaken by the Ottawa Police Service, the requirement for public consultation is not always clear. Not all issues involved in the day-to-day operation or administrative functioning of the Service require public consultation. Therefore, it is essential early on in the process to identify which issues require public consultation.

The Service must assess its activities and their impacts on the citizens and the need for public consultation. The Service is also frequently a partner or participant with other governments and agencies for some joint projects. In these instances, the Service does not always have the authority to determine the process for public consultation. While the Police Service will encourage and promote implementation of a public consultation process as a key component of any project/activity along with needs and approaches utilized by others, a decision not to embrace a public consultation approach by the lead organization will not preclude the Police Service from participating in projects/activities.

There is no single method for successful communication and consultation. Consultation may be as simple as informing people of a proposed change, or it may take the form of an informal discussion, or a formal event such as an open house or public meeting. Consequently, consultation should be considered for every project that has a direct impact on the public.

Additional Public Consultation Processes

Public Consultation over and above what is legislated may occur as a result of:

- a) policy-oriented processes that are developmental, evolutionary, forward-looking and may have a major impact on police priorities and objectives in the longer term; and
- b) routine processes relating to current issues, often requiring an immediate response and focused on the delivery of programs and services.

Sections individually and collectively are responsible for providing leadership in the

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establishment of public consultation in these cases. They must ensure the quality management of the consultation processes and the integration of a consultative philosophy into section activities leading to Police Service objectives.

Section Heads will:

- a) create a climate in which public consultation is utilized as a management function;
- b) ensure the integration of consultation and communications planning within the overall organization and strategic planning;
- c) ensure that staff are aware of their roles, responsibilities, and accountability for consultation, including a thorough knowledge of the components of the consultation function;
- d) ensure cooperation and liaison exists between consultation staff and communication staff both within the Service and with other partners and outside agencies;
- e) ensure that the level of accountability and support is appropriate to the form, scope and expected requirements of a consultation process;
- f) ensure that Reports to the Police Services Board contain information on what consultation took place and how the staff recommendation reflects or does not reflect the input received;
- g) ensure adequate training and professional development of those staff required to conduct and manage effective consultation;
- h) ensure that consultation requirements are developed and reflected in employee assessments, and in policy, program design and service delivery;
- i) ensure that the results of the consultation process reflect client needs through periodic evaluations; and,
- j) foster an environment that encourages and values feedback to and from individuals, the public and employees by communicating the results of consultation to interested participants.

IMPLEMENTATION

The Section Head is responsible for implementing the Public Consultation policy.

Promotion of the new Public Consultation policy to all staff to be used in all service delivery is critical. To ensure accountability, the responsibility to use a consultative approach should be incorporated into the performance development process. To be competent practitioners of public

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consultation, staff require training and the Service resources necessary to support the consultative process.

In light of the foregoing, it is recommended that:

- a) a training module be adopted by the Professional Development Centre;
- b) the consultative approach be incorporated into the Performance Development System by Human Resources;
- c) a list of community groups and criteria to determine when and how to contact them, should be developed and maintained by the Community Development Section and should be in a format that can be quickly queried and/or disseminated;
- d) each Section providing services which directly impact the public, should ensure staff select appropriate techniques and methods for public consultation;
- e) public consultation literature should be acquired and made accessible at all main police locations;
- f) evaluation of past consultations and establishment of best practices assist Sections to achieve continuous service improvements;
- g) assistance to Sections in budgeting and planning their resources for future programs should be provided by the Financial Sections; and
- h) options and methods, using varied materials, to communicate decisions to the interested public should be reviewed by the Director of Community Development.

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Policy Number:	Policy Subject:
CR-7	STAFFING
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> sections 31(1)(a) & (c), 51(1), 52(1), 53(1), 44(1)(3) and 47.
DATE APPROVED	June 1999
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(1)(c) of the *Police Services Act* states that a board shall establish policies for the effective management of the police force. This policy provides direction with regard to staffing within the Ottawa Police Service.

Other referenced sections of the *Act* are contained in footnotes to this policy.

BOARD POLICY

The Chief will operate in a manner that ensures that all the required technical and managerial skills are available within the Ottawa Police Service or available from another police service to provide necessary policing services to the residents of, and visitors to the City of Ottawa.

Accordingly, the Chief shall ensure that the Service:

1. Has a long term staffing plan. Key objectives of this plan will be to ensure that hiring levels are relatively constant from year to year and the required skills will be available within the Service. The plan must allow for the best utilization of resources by recognizing that skills and experience gained outside of the police environment are relevant and must be considered in the development and advancement process.
2. Operates with management procedures that set out staffing procedures. As a minimum,
 - a) All positions (both sworn officer and civilian) must have clearly defined competencies, both managerial and technical.
 - b) No individual may be promoted unless they have successfully completed all mandatory training and qualifying examinations, and in addition have demonstrated the range of skills, technical and managerial, that suggest that they will be successful at the next rank or main level.
 - c) Appointments to specialty units will be in accordance with the Ottawa Police Tenure Policy.
 - d) No appointments may be made to the level of Deputy Chief or equivalent.

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- e) No appointments may be made to any level of the organization, and in particular to the Senior Officer level, without giving preference to those applicants of equivalent competency and proven performance who in addition to being fully competent in English have achieved a reasonable level of fluency in French.
- f) The Ottawa Police Service, through its staffing practices will seek to become over time, representative of the community.²¹
- g) Sworn members, cadets, auxiliary members, or special constables are not to be appointed²² or terminated during their probationary period²³ or after an appropriate hearing²⁴ without the concurrence of the Board.
- h) Transfers must be implemented in a manner that is consistent with the OPS's strategic and business plans and best matches the OPS's short and long term requirements with the skills, abilities, and knowledge of its employees. Furthermore, transfers must recognize:
 - i. The experience and knowledge of members gained prior to joining the OPS;
 - ii. The need for the OPS to be seen as an employer of choice;
 - iii. The need for up-to-date highly specialized skills across the organization;
 - iv. Operational requirements for continuity; and
 - v. The lead time required for an officer to acquire the necessary background and experience to perform very specialized responsibilities.
- i) Minimum required service in any position shall generally not exceed the requirements of the Province.

²¹ Principle 6 of Section 1 of the *Police Services Act*.

²² Sections 31(1)(a), 51(1), 52(1), and 53(1) of the *Police Services Act*.

²³ Section 44(1)(3) of the *Police Services Act*.

²⁴ Section 47 of the *Police Services Act*.

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Policy Number:	Policy Subject:
CR-8	THE ACCEPTANCE OF DONATIONS, LOANS AND SPONSORSHIPS
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> section 31(1)(c)
DATE APPROVED	23 October 2000
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	To be part of Quarterly Financial Report

LEGISLATIVE REFERENCE / AUTHORITY

Section 31(1)(c) of the *Police Services Act* states that a board shall establish policies for the effective management of the police force. This policy provides direction with regard to the acceptance of donations, loans and sponsorships by the Ottawa Police Service.

DEFINITIONS

Donation – the act of giving or bestowing an asset which becomes irrevocable upon acceptance by the recipient. A donation becomes an asset of the donee and comprises a one time transaction.

Loan - the temporary use of an asset which reverts back to the owner after a specific period of time.

Sponsorship - a person or organization that pays for, in part or in total, a program or activity. Sponsorship helps reduce the cost of an activity over a period of time and infers a relationship between the recipient organization and the police.

BOARD POLICY

The Chief shall ensure that any donation, loan or sponsorship accepted by the Police Service is beneficial to the community as a whole and is handled in a transparent manner.

Accordingly, the Chief shall ensure that:

1. The donation, loan or sponsorship supports the objectives and priorities of the Police Services Board and will provide a direct benefit to the community in the form of improved police service, without causing Police Service priorities to be affected thereby.
2. The acceptance of any donation, loan or sponsorship must not compromise or bring into question police impartiality or objectivity. In particular, except for rewards, offers of gifts, donations or sponsorships for the purpose of assisting with criminal investigations are not to be accepted.

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3. The donation, loan or sponsorship is without conditions as to its use or preference to the donor.
4. No donation, loan or sponsorship valued at more than \$50,000 is to be accepted without the express permission of the Board.
5. All donations, loans and sponsorships received by the Police Service will be reported to the Board as part of the quarterly financial status report.
6. All donations, loans or sponsorships must be properly documented including at least the source of the gift, its nature and its size or significance.

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Policy Number:	Policy Subject:
CR-9	AUDIT REQUIREMENT
LEGISLATIVE REFERENCE / AUTHORITY	<i>Adequacy and Effectiveness of Police Services Regulation 3/99, section 35; Ministry Standard LE-020.</i>
DATE APPROVED	27 March 2006
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

LEGISLATIVE REFERENCE / AUTHORITY

Section 35 of the *Adequacy and Effectiveness of Police Services Regulation* states that every board and chief of police shall implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the *Act* and its regulations.

Adequacy Standard LE-020 on “Collection, Preservation and Control of Evidence and Property” specifies that the Board shall receive a report on the results of the annual audit of the property and evidence control function.

BOARD POLICY

The Chief of Police shall ensure that all practices related to quality assurance or audit functions are in accordance with statutory requirements and generally accepted principles and standards for the professional practice of internal auditing.

Accordingly, the Chief will ensure that:

CAPACITY

1. There will be an internal audit capability for the police service and that appropriate resources are provided to the members performing the function.
2. Police members involved in audit processes have the knowledge, skills and abilities required to perform the duties required.
3. At the discretion of the Chief or Board, external resources, including the Office of the City of Ottawa Auditor General, may be sought to audit or assist in audit processes of the police service.

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SCOPE

4. Audits will be conducted by members who do not have control of the individuals, facilities or procedures being examined.
5. Audit priorities will be established on an annual basis based on a risk assessment or operational priorities of the police service.
6. Audits will be conducted in all areas of the Ottawa Police Service from time to time for the purpose of examining processes or to ensure compliance with Board policies or Chief's procedures.
7. Regular reviews of procedures will occur to ensure currency with case law, inquests, inquiry findings, amendments to related legislation and Ministry directives.
8. The Quality Assurance Section shall develop an internal audit work plan on an annual basis. The audit work plan will identify potential audit projects to be performed during the calendar year it is presented.

REPORTING

9. On an annual basis, the internal audit work plan will be reported to the Board.
10. On an annual basis, a consolidated report will be provided to the Board presenting an overview of the operations of the Quality Assurance Section, including any external audits that have taken place during the calendar year.
11. On an annual basis, the Board shall be provided with a report on Adequacy Standards compliance.
12. The Board shall receive a report on any audit results that may require the immediate attention of the Board.
13. The Board shall receive a report on the results of the annual audit of the property and evidence control function.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

EXPLANATORY NOTE

The Ontario Ministry of Community Safety and Correctional Services publishes a Policing Standards Manual that contains guidelines to assist police services boards, chiefs of police, police associations and municipalities with their understanding and implementation of the *Police Services Act* and its regulations, including the *Regulation on the Adequacy and Effectiveness of Police Services*. The guidelines:

- set out the Ministry’s position in relation to policy matters;
- provide information and advice respecting the management and operation of police services;
- provide recommendations for local policies, procedures and programs;
- promote coordination in the delivery of police services;
- promote the delivery of community-oriented police services; and
- promote professional police practices, standards and training.

The policies contained in Chapter 4 of the Board Policy Manual are the guidelines issued by the Ministry of Community Safety and Correctional Services with respect to the Ministry’s Standards. The Ottawa Police Services Board has adopted the guidelines as policies of the Board, and they form part of the Board’s instruction to the Chief of Police.

Also contained in this Chapter are additional Ontario Regulations issued by the Provincial Ministry.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
CP-001	PROBLEM-ORIENTED POLICING
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, Sections 3 and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to problem-oriented policing that the Chief of Police will:

- a) require appropriate supervisors and front-line members to work, where possible, with municipalities, school boards, businesses, community organizations and members of the public to address crime, public disorder and road safety problems;
- b) require appropriate supervisors and front-line members to promote and implement problem-oriented policing initiatives to respond to identified crime, community safety, public disorder and road safety problems, including repeat calls for service and repeat victimization;
- c) ensure that supervisors and front-line members are provided with information and resource material on problem-oriented policing;
- d) promote the use of directed patrol, targeted enforcement and other initiatives to respond to high crime or high occurrence places/areas and serial occurrences;
- e) develop procedures to support the promotion and implementation of problem-oriented policing; and
- f) provide information in the annual report on the steps taken by the police service to promote, implement and evaluate problem-oriented policing initiatives.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
CP-002	CRIME PREVENTION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 1(1), 1(2)(a), 1(2)(b), 2, 3 and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to providing community-based crime prevention initiatives that:

- a) the Chief of Police will:
 - i) identify the need, and recommend service delivery options, in accordance with the Adequacy Standards Regulation, for community-based crime prevention initiatives based on crime, call and public disorder analysis, criminal intelligence, road safety and community needs;
 - ii) ensure that the police service works, where possible, with municipalities, school boards, community organizations, neighbourhoods, businesses and neighbouring municipalities or jurisdictions to develop and implement community-based crime prevention initiatives;
 - iii) designate a member to have overall responsibility for the police service's involvement in community-based crime prevention initiatives; and
 - iv) establish procedures on crime prevention initiatives; and
- b) this policy does not apply to local crime prevention activities being undertaken by front-line officers and supervisors in accordance with the police service's procedures on problem-oriented policing.

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Policy Number:	Policy Subject:
LE-001	COMMUNITY PATROL
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 4(2), 4(3), 4(4) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to community patrol that the Chief of Police will:

- a) establish procedures and processes on community patrol, including when directed patrol is considered necessary or appropriate based on such factors as crime, call and public disorder analysis, criminal intelligence and road safety; and
- b) ensure that written arrangements are in place with other police services to obtain their assistance or support in enhancing the community patrol function in extraordinary circumstances.

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Policy Number:	Policy Subject:
LE-002	COMMUNICATIONS AND DISPATCH
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 5(1)(a), 5(3), 5(6), 6(1), 6(3) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to communications and dispatch services that:

- a) the police service will provide the services of a communications centre by using its own members; and
- b) the Chief of Police will:
 - i) ensure that 24 hours a day a member of a police service is available to supervise police communications and dispatch services;
 - ii) ensure that police officers on patrol have a portable two-way voice communication capability that allows the police officers to be in contact with the communications centre when away from their vehicle or on foot patrol;
 - iii) establish procedures and processes on communications and dispatch services; and
 - iv) ensure that members who provide communications and dispatch services meet the requirements of the Adequacy Standards Regulation.

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Policy Number:	Policy Subject:
LE-003	CRIME, CALL AND PUBLIC DISORDER ANALYSIS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 5(1)(c), 5(4), 13(1)(d), 13(2) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to crime, call and public disorder analysis that:

- a) crime, call and public disorder analysis will be provided by its own members;
- b) the Chief of Police will:
 - i) establish systems and procedures for the collection, collation, analysis and dissemination of crime, call, and public disorder data;
 - ii) ensure, if the police service uses its own members to perform crime, call and public disorder analysis, and persons who assist, that they have the knowledge, skills and abilities to perform the functions, and have the necessary equipment;
 - iii) promote the use of crime analysis by supervisors to identify areas or issues requiring directed patrol, targeted enforcement, problem-oriented or community-based crime prevention initiatives;
 - iv) report back to the board on the criteria and process to be used for sharing relevant crime, call and public disorder analysis with municipal council and officials, school boards, community organizations and groups, businesses and members of the public; and
 - v) provide information in the annual report on crime, calls for service and public disorder patterns, trends and forecasts based on crime, call and public disorder analysis.

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MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
LE-004	CRIMINAL INTELLIGENCE
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 5(1)(b), 5(4), 13(1)(c), and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to criminal intelligence that:

- a) criminal intelligence will be provided by its own members;
- b) the Chief of Police will:
 - i) establish priorities and procedures for criminal intelligence, including strategic and tactical intelligence;
 - ii) promote the use of criminal intelligence analysis by supervisors to identify areas or issues requiring directed patrol, targeted enforcement, problem-oriented policing initiatives or community-based crime prevention initiatives; and
 - iii) ensure, if the police service uses its own members to perform the criminal intelligence function, that the members have the knowledge, skills and abilities to perform this function and the necessary tools and equipment.

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Policy Number: LE-005	Policy Subject: ARREST
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(j) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to arrest that the Chief of Police will:

- a) establish procedures on arrest that require the compliance by members of the police service with the legal, constitutional and case law requirements relating to arrest; and
- b) ensure that officers, and other members as appropriate, are kept informed of changes in the law relating to arrest.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-006	CRIMINAL INVESTIGATION MANAGEMENT & PROCEDURES
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 5(1)(d), 9, 11(1), 11(2), 11(3), 11(4), 12(1), 14(1), 14(3), 14(4) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to general criminal investigation that:

- a) the Chief of Police will:
 - i) periodically review and report back to the board on the occurrences which can be investigated by members of the police service based on their knowledge, skills and abilities, and which occurrences require the services of another police service;
 - ii) prepare a criminal investigation management plan that meets the requirements of the Adequacy Standards Regulation, including identifying the type of occurrences which should be investigated by another police service or through a combined, regional or cooperative service delivery method;
 - iii) develop and maintain procedures on and processes for undertaking and managing criminal investigations;
 - iv) establish a selection process for criminal investigators, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
 - v) ensure that the police service has one or more members who are criminal investigators;
 - vi) require supervisors to ensure that the member assigned an occurrence listed in the criminal investigation management plan has the knowledge, skills and abilities to investigate that type of occurrence;
 - vii) ensure that persons providing scenes of crime analysis and forensic identification investigative supports meet the requirements of the Adequacy Standards Regulation; and
 - viii) ensure that persons who provide other investigative supports identified in (b) have the knowledge, skills and abilities to provide that support.
- b) scenes of crime analysis, forensic identification, canine tracking, physical surveillance, electronic interception, video and photographic surveillance and polygraph investigative

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supports will be provided by its own members. Behaviourial science support will be provided by OPP (Orillia), which is mandated to provide the service as required.

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Policy Number:	Policy Subject:
LE-007	HATE/BIAS MOTIVATED CRIME
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 12(1)(h) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to undertaking and managing investigations into hate/bias motivated crime that the Chief of Police will:

- a) ensure that community organizations, school boards, victims' organizations, social services agencies, and the media are informed about the police service's procedures for investigating hate/bias motivated crime;
- b) ensure that the police service works, where possible, with community organizations, school boards, victims' organizations, and social service agencies to prevent the repetition of hate/bias motivated crime and to counter the activities of organized hate groups in the community;
- c) develop and maintain procedures on and processes for undertaking and managing investigations into hate/bias motivated crime;
- d) ensure that officers are provided with information on hate/bias motivated crime;
- e) ensure that the police service works with other law enforcement and government agencies to respond to hate/bias motivated crime and the activities of organized hate groups.

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Policy Number:	Policy Subject:
LE-008	HATE PROPAGANDA
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 12(1)(h) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to undertaking and managing investigations into hate propaganda that the Chief of Police will:

- a) ensure that community organizations, school boards, victims' organizations, social services agencies, and the media are informed about the police service's procedures for investigating hate propaganda occurrences;
- b) ensure that the police service works, where possible, with community organizations, school boards, victims' organizations, and social service agencies to respond to hate propaganda occurrences and to counter the activities of organized hate groups in the community;
- c) develop and maintain procedures that require that investigations into hate propaganda be undertaken and managed in accordance with the police service's criminal investigation management plan; and
- d) assign the responsibility to investigate hate propaganda occurrences to the dedicated unit that investigates hate/bias motivated crime.

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Policy Number:	Policy Subject:
LE-009	JOINT FORCES OPERATIONS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(b) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to joint forces operations that the Chief of Police will:

- a) develop procedures that address the approval process and accountability mechanisms for joint forces operations; and
- b) provide information in the annual report on the number of completed joint forces operations that the police service participated in, the cost to the police service and whether they achieved their performance objectives.

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Policy Number:	Policy Subject:
LE-010	INTERNAL TASK FORCES
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(a) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to internal task forces that the Chief of Police will:

- a) develop procedures that address the approval process and accountability mechanisms for internal task forces; and
- b) provide information in the annual report on the number of completed internal task forces established within the police service, the cost to the police service and whether they achieved their performance objectives.

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Policy Number:	Policy Subject:
LE-011	SEARCH OF PREMISES
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(i) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to search of premises that the Chief of Police will:

- a) establish procedures on search of premises that require the compliance by members of the police service with the legal, constitutional and case law requirements relating to the search of premises; and
- b) ensure that officers and other members as appropriate are kept informed of changes in the law relating to search of premises.

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Policy Number:	Policy Subject:
LE-012	SEARCH OF PERSONS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(h) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the search of persons that the Chief of Police will:

- a) establish procedures that address:
 - i) the compliance by members of the police service with the legal, constitutional and case law requirements relating to when and how searches of persons are to be undertaken;
 - ii) the circumstances in which an officer may undertake a search of person;
 - iii) frisk/field searches;
 - iv) strip/complete searches;
 - v) body cavity searches;
 - vi) consent searches;
 - vii) the supervision of searches of persons; and
 - viii) the documentation of searches of persons; and
- b) ensure that officers and other members as appropriate are kept informed of changes in the law relating to the search of persons.

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MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
LE-013	POLICE RESPONSE TO PERSONS WHO ARE EMOTIONALLY DISTURBED OR HAVE A MENTAL ILLNESS OR A DEVELOPMENTAL DISABILITY
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(g) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the police response to persons who are emotionally disturbed or have a mental illness or a developmental disability that the Chief of Police will:

- a) work, where possible, with appropriate community members and agencies, health care providers, government agencies, municipal officials, other criminal justice agencies, and the local Crown to address service issues relating to persons who have a mental illness or developmental disability;
- b) establish procedures and processes that address the police response to persons who are emotionally disturbed or have a mental illness or a developmental disability; and
- c) ensure that the police service's skills development and learning plan addresses the training and sharing of information with officers, communications operators /dispatchers and supervisors on:
 - i) local protocols; and
 - ii) conflict resolution and use of force in situations involving persons who may be emotionally disturbed, or may have a mental illness or developmental disability.

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Policy Number:	Policy Subject:
LE-014	COURT SECURITY
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , section 137, Ontario Adequacy Standards Regulation 3/99, sections 16 and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to court security that the Chief of Police will:

- a) establish a local court security committee, to serve in an advisory capacity to the Chief of Police, comprised of representatives, at minimum, from the police, Crown, judiciary, local bar, victim services/organizations and Courts Services - Ministry of the Attorney General;
- b) prepare a court security plan, in consultation with the local court security committee, that adequately addresses local needs and circumstances, and meets the statutory responsibilities set out in section 137 of the *Police Services Act*; and
- c) ensure that police officers and special constables utilized for court security are supervised and have the knowledge, skills and abilities to perform the function.

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Policy Number:	Policy Subject:
LE-015	PAID INFORMANTS AND AGENTS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(e) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to paid informants and agents that the Chief of Police will:

- a) establish procedures and processes relating to the use and management of paid informants and agents; and
- b) establish procedures on the use of in-custody informants that are consistent with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*.

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Policy Number:	Policy Subject:
LE-016	PRISONER CARE AND CONTROL
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(l) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to prisoner care and control that the Chief of Police will:

- a) establish procedures and processes for:
 - i) the care and control of prisoners, including effective monitoring; and
 - ii) responding to an escape from police custody;
- b) ensure that members involved in prisoner care and control have the knowledge, skills and abilities required to perform this function; and
- c) following an escape or in-custody death, review the procedures, processes and practices of the police service for prisoner care and control and report back to the board.

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Policy Number:	Policy Subject:
LE-017	TRAFFIC MANAGEMENT, ENFORCEMENT AND ROAD SAFETY
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 5(1)(d), 8, 14(1), 14(4) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	28 January 2008
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to traffic management, traffic law enforcement and road safety that:

- a) technical collision investigation, reconstruction and breath analysis investigative supports will be provided by its own members;
- b) the Chief of Police will:
 - i) develop and implement a traffic management, traffic law enforcement and road safety plan;
 - ii) establish procedures on traffic management, traffic law enforcement and road safety, including procedures to address road closures and minimizing the interference of traffic;
 - iii) Establish procedures and processes in respect of investigative supports, including:
 - a) Technical collision investigation
 - b) Reconstruction
 - c) Breath analysis investigative supports; and
 - iv) ensure that persons who provide technical collision investigation, reconstruction and breath analysis investigative supports have the knowledge, skills and abilities to provide that support.

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Policy Number:	Policy Subject:
LE-018	WITNESS PROTECTION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(f) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to witness protection and security that the Chief of Police will:

- a) establish procedures and processes in respect of witness protection and security; and
- b) ensure that the police service has a Witness Protection Liaison Officer, or an arrangement with another police service to use their Witness Protection Liaison Officer.

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Policy Number:	Policy Subject:
LE-019	STOLEN OR SMUGGLED FIREARMS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 13(1)(f) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to stolen or smuggled firearms that the Chief of Police will develop and maintain procedures:

- a) that require that every firearm that comes into the possession of the police service will be checked to determine whether the firearm:
 - i) has been reported stolen or lost;
 - ii) is legally registered in Canada; or
 - iii) is smuggled;
- b) on the investigation of stolen or smuggled firearms in accordance with the police service's criminal investigation management plan; and
- c) that address the sharing of crime analysis, criminal intelligence and other information on stolen or smuggled firearms with relevant law enforcement agencies and as required by section 134(8)4 of the *Police Services Act*.

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Policy Number:	Policy Subject:
LE-020	COLLECTION, PRESERVATION AND CONTROL OF EVIDENCE AND PROPERTY
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , sections 132, 133 & 134, Ontario Adequacy Standards Regulation 3/99, sections 13(1)(n), 14(1)(b) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to property and evidence control and the collection, preservation, documentation and analysis of physical evidence that the Chief of Police will:

- a) ensure and report back on compliance by members of the police service with sections 132, 133 and 134 of the *Police Services Act*;
- b) establish procedures, consistent with the advice from the Centre of Forensic Sciences and its current version of the *Laboratory Guide for the Investigator*, for the safe and secure collection, preservation, control, handling and packaging of evidence;
- c) establish procedures for the secure collection, preservation and control of property;
- d) ensure that an annual audit of the property/evidence held by the police service is conducted by a member(s) not routinely or directly connected with the property/evidence control function, and report the results to the Board; and
- e) where a member who has responsibility for a property/evidence storage area is transferred or replaced, ensure that an inventory is taken of the property/evidence in that area.

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Policy Number:	Policy Subject:
LE-021	ELDER AND VULNERABLE ADULT ABUSE
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to elder and vulnerable adult abuse that the Chief of Police will:

- a) where possible, work in partnership with the local Crown, municipalities, community and social service agencies/providers, businesses, seniors' and other local organizations to develop programs for preventing and responding to complaints of elder and vulnerable adult abuse, including fraud awareness and prevention; and
- b) develop and maintain procedures that require that investigations into elder or vulnerable adult abuse be undertaken and managed in accordance with the police service's criminal investigation management plan.

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Policy Number:	Policy Subject:
LE-022	OFFICER NOTE TAKING
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , subsection 31(1)(c).
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board that the Chief of Police will establish procedures relating to officer note taking, including the secure storage and retention of police officer notes.

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Policy Number:	Policy Subject:
LE-023	BAIL AND VIOLENT CRIME
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to bail and violent crime that the Chief of Police will establish procedures on bail and violent crime that address:

- a) assessing opposing bail on the secondary grounds;
- b) preparing the show cause report (bail hearing brief);
- c) post-bail hearing notifications; and
- d) breach of bail conditions.

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Policy Number:	Policy Subject:
LE-024	DOMESTIC VIOLENCE OCCURRENCES
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to domestic violence occurrences that the Chief of Police will:

- a) in partnership with the police service's local Crown, Probation and Parole Services, Victim/Witness Assistance Programme (VWAP), Victim Crisis and Referral Service (VCARS), municipalities, local Children's Aid Societies and other local service providers and community representatives responsible for issues related to domestic violence, including women's shelters, work to establish and maintain one or more domestic violence coordinating committees that cover the geographic areas that fall within the jurisdiction of the police service;
- b) implement one or more of the models set out in Ministry guidelines for the investigation of domestic violence occurrences and ensure that the police service has access to trained domestic violence investigators;
- c) develop and maintain procedures for undertaking and managing investigations into domestic violence occurrences that address:
 - i) communications and dispatch;
 - ii) initial response;
 - iii) enhanced investigative procedures;
 - iv) the mandatory laying of charges where there are reasonable grounds to do so, including in cases where there is a breach of a bail condition, probation, parole or a restraining order;
 - v) the use of a risk indicators tool;
 - vi) children at risk;
 - vii) high risk cases and repeat offenders;
 - viii) occurrences involving members of a police service;
 - ix) post-arrest procedures;
 - x) victim assistance; and
 - xi) safety planning;
- d) ensure that the police service's response to domestic violence occurrences are monitored and evaluated; and

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- e) ensure that officers and other appropriate members receive the appropriate Ministry accredited training.

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Policy Number:	Policy Subject:
LE-025	SUPERVISION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to supervision that the Chief of Police will:

- a) ensure that there is 24 hour supervision available to members of the police service;
- b) establish procedures on supervision that set out the circumstances where a supervisor must be contacted and when a supervisor must be present at an incident, including for all major case incidents; and
- c) establish a selection process to ensure that members appointed permanently to supervisory positions have the knowledge, skills and abilities required for the supervisory positions.

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Policy Number:	Policy Subject:
LE-026	MISSING PERSONS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to undertaking and managing investigations into missing persons that the Chief of Police will develop and maintain procedures that:

- a) set out the steps to be followed for undertaking investigations into reports of missing persons, including situations involving children, teenagers and elder and vulnerable adults;
- b) ensure investigative follow-up on outstanding cases; and
- c) where circumstances indicate a strong possibility of foul play, require officers to comply with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-027	CHILD ABUSE AND NEGLECT
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to child abuse and neglect investigations that the Chief of Police will:

- a) in partnership with the local Crown, Children's Aid Societies, municipalities, school boards and other appropriate service providers, including hospital staff, work to establish a committee to develop a local strategy to prevent, and respond to complaints of, child abuse and neglect;
- b) develop and maintain procedures on and processes for undertaking and managing child abuse and neglect investigations;
- c) enter into a child abuse protocol with their local Children's Aid Societies with respect to investigations into complaints of child abuse and neglect, and the sudden unexpected death of any child; and
- d) if the alleged child abuse fits the definition of a major case, require officers to comply with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-028	CRIMINAL HARASSMENT
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to undertaking and managing investigations into criminal harassment that the Chief of Police will develop and maintain procedures that address:

- a) the procedures for investigating criminal harassment complaints in accordance with the police service's criminal investigation management plan;
- b) the use of enhanced investigative techniques, such as behavioural science services as part of the investigation;
- c) the provision of victims' assistance;
- d) the information to be provided to police officers on criminal harassment; and
- e) compliance with the Ministry's designated *Ontario Major Case Management Manual* for criminal harassment cases that fall within the definition of major case.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
LE-029	PREVENTING OR RESPONDING TO OCCURRENCES INVOLVING FIREARMS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to preventing or responding to occurrences involving firearms that the Chief of Police will:

- a) ensure that the police service's officers are provided with information on all the search and seizure powers available to officers under Part III and Part XV of the *Criminal Code* that may be relevant to the search and seizure of firearms, ammunition, or related licences, certificates or permits, as well as options for obtaining prohibition orders;
- b) develop and maintain procedures on undertaking and managing investigations into offences/occurrences involving firearms;
- c) develop and maintain procedures on preventing offences/occurrences involving firearms;
and
- d) develop and maintain procedures relating to the Firearms Interest Police (FIP) category of CPIC.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-030	PROPERTY OFFENCES (INCLUDING BREAK AND ENTER)
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to property offences, including break and enter that the Chief of Police will:

- a) develop and maintain procedures that require that investigations be undertaken and managed in accordance with the police service's criminal investigation management plan; and
- b) identify the need for the implementation of crime prevention initiatives for property crime based on crime, call and public disorder analysis, criminal intelligence and community needs.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-031	DRUG INVESTIGATION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to undertaking and managing investigations into drug-related offences other than simple possession that the Chief of Police will:

- a) develop and maintain procedures that require that investigations be undertaken and managed in accordance with the police service's criminal investigation management plan; and
- b) ensure that officers investigating drug-related offences other than simple possession have the knowledge, skills and abilities required.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
LE-032	ILLEGAL GAMING
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to illegal gaming that the Chief of Police will develop and maintain procedures that require that:

- a) investigations be undertaken and managed in accordance with the police service's criminal investigation management plan; and
- b) information on illegal gaming shall be shared with the *Ontario Illegal Gaming Enforcement Unit (OIGEU)*.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
LE-033	PRISONER TRANSPORTATION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29. <i>Note: Section 53(5) of the Police Services Act permits the use of special constables by police services to escort and convey persons in custody.</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to prisoner transportation that the Chief of Police will:

- a) establish procedures on prisoner transportation that require compliance by police officers/special constables with the police service's procedures on prisoner care and control;
- b) ensure that police officers/special constables used to escort persons in custody have the knowledge, skills and abilities required to perform this function; and
- c) ensure that appropriate safety equipment is used/available to police officers/special constables performing this function.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-034	SEXUAL ASSAULT INVESTIGATION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to sexual assault investigations that the Chief of Police will:

- a) develop and maintain procedures that:
 - i) require that investigations be undertaken in accordance with the police service's criminal investigation management plan;
 - ii) require compliance with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*;
 - iii) address communications and dispatch, initial response and investigations relating to sexual assaults; and
 - iv) address community notification;
- b) work, where possible, with hospitals and agencies which provide services to victims of sexual assault, including Sexual Assault Treatment Centres, Sexual Assault/Rape Crisis Centres and Victim Services, as well as the local Crown, to ensure a co-ordinated and effective response to victims of sexual assaults; and
- c) address training for officers and other appropriate members on the response to sexual assault occurrences, including victims' assistance.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-035	WATERWAYS POLICING
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , section 19(1) and Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to waterways policing that the Chief of Police will:

- a) establish procedures on waterways policing; and
- b) ensure that members involved in waterways policing have the knowledge, skills and abilities required to perform the specialized functions connected with waterways policing.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-036	CHILD PORNOGRAPHY
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to child pornography investigations that the Chief of Police will:

- a) develop and maintain procedures that require that investigations be undertaken in accordance with the police service's criminal investigation management plan; and
- b) require that the Ontario Provincial Police *Child Pornography Unit* be immediately notified in all cases of suspected child pornography.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-037	SUDDEN DEATH AND FOUND HUMAN REMAINS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to sudden or unexplained death investigations and investigations into found human remains that the Chief of Police will:

- a) develop and maintain procedures that require that investigations into sudden or unexplained deaths and found human remains be considered potential homicides and be undertaken in accordance with the police service's criminal investigation management plan;
- b) ensure that officers investigating sudden or unexplained death and found human remains occurrences have the knowledge, skills and abilities required; and
- c) where an occurrence falls within the definition of a major case, ensure that officers comply with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-038	FRAUD AND FALSE PRETENCE INVESTIGATION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to fraud and false pretences investigations that the Chief of Police will:

- a) develop and maintain procedures that require that investigations be undertaken and managed in accordance with the police service's criminal investigation management plan;
- b) work, where possible, with municipal and provincial social assistance officials and the Crown, to develop a local protocol on the investigation of social assistance fraud;
- c) establish, where possible, cooperative arrangements for the investigation of fraud and false pretences occurrences with:
 - i) the Employment Insurance Commission;
 - ii) the Fire Marshal's Office;
 - iii) the Ministry of Consumer and Commercial Relations; and
 - iv) the insurance industry; and
- d) ensure that police officers investigating complex fraud and false pretences occurrences have the knowledge, skills and abilities required.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-039	HOMICIDE
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to investigations into homicides and attempted homicides that the Chief of Police will develop and maintain procedures that require compliance by officers with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-040	PARENTAL OR NON-PARENTAL ABDUCTIONS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to parental and non-parental abductions and attempted abductions of children that the Chief of Police will:

- a) develop and maintain procedures that require that investigations into parental/familial abductions and attempted abductions be undertaken in accordance with the police service's criminal investigation management plan; and
- b) develop and maintain procedures that require that investigations into non-parental/non-familial abductions and attempted abductions be undertaken in accordance with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-041	PROCEEDS OF CRIME
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to proceeds of crime that the Chief of Police will:

- a) develop and maintain procedures that require that investigations be undertaken and managed in accordance with the police service's criminal investigation management plan, including notifying the Ontario Provincial Police *Proceeds of Crime Team* or the *Integrated Proceeds of Crime Section* for the appropriate assistance and/or investigative procedure to follow; and
- b) ensure that officers involved in the investigation of proceeds of crime have the knowledge, skills and abilities required.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-042	ROBBERY
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to robbery investigations that the Chief of Police will:

- a) develop and maintain procedures that require that investigations be undertaken and managed in accordance with the police service's criminal investigation management plan; and
- b) ensure that a robbery occurrence that also involves a major case be investigated in accordance with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-043	VEHICLE THEFT
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to vehicle thefts that the Chief of Police will:

- a) develop and maintain procedures that require that investigations be undertaken in accordance with the police service's criminal investigation management plan; and
- b) ensure the timely notifications of registered owners of the recovery of stolen vehicles, except where ongoing criminal investigations may be compromised.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
LE-044	YOUTH CRIME
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to youth crime that the Chief of Police will:

- a) develop and maintain procedures on and processes for undertaking and managing investigations into youth crime;
- b) work, where possible, with local school boards to develop programs for safe schools, including establishing protocols for investigating school-related occurrences; and
- c) consider the need for a multi-agency strategy to prevent or counter the activities of youth gangs in the community in accordance with the police service's procedures on crime prevention and problem-oriented policing.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
LE-045	SUSPECT APPREHENSION PURSUITS
LEGISLATIVE REFERENCE / AUTHORITY	<i>Suspect Apprehension Pursuits Regulation 546/99, Section 6 and Section 7(2).</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to suspect apprehension pursuits that the Chief of Police will:

- a) establish procedures consistent with the requirements of the *Suspect Apprehension Pursuits Regulation*;
- b) ensure that police officers, dispatchers, communications supervisors and road supervisors receive training accredited by the Solicitor General on suspect apprehension pursuits;
- c) ensure that police officers receive training about the intentional contact between vehicles consistent with the requirements of the *Suspect Apprehension Pursuits Regulation*;
- d) address the use of tire deflation devices and officer training;
- e) ensure that the particulars of each suspect apprehension pursuit are recorded on a form and in a manner approved by the Solicitor General; and
- f) enter into agreements with neighboring police services to determine under what circumstances decision-making responsibility for a pursuit will be, and will not be, transferred from one jurisdiction to another.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
LE-046	SEX OFFENDER REGISTRY
LEGISLATIVE REFERENCE / AUTHORITY	<i>Christopher's Law (Sex Offender Registry), 2000, section 3(1), section 3(2), section 3(3), section 4, section 9(2), section 6, section 10, and Ontario Police Services Act, subsection 41(1.1).</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the Sex Offender Registry that the Chief of Police will:

- a) designate and maintain a registration site(s);
- b) establish procedures and processes consistent with the requirements of *Christopher's Law (Sex Offender Registry), 2000*; and
- c) ensure that appropriate members receive training on the Sex Offender Registry, consistent with the role and responsibilities assigned to them.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
LE-047	POLICE RESPONSE TO HIGH RISK INDIVIDUALS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , section 41(1.1) as amended by the <i>Community Safety Act, 1997</i> and section 41(1.2); <i>Disclosure of Personal Information Ontario Regulation 265/98</i> ; <i>Freedom of Information and Protection of Privacy Act</i> , section 11(1) and 5(1).
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to high risk individuals that the Chief of Police will:

- a) work in partnership, where possible, with the local Crown, appropriate community members and agencies, including health care providers, government agencies, municipal officials, other criminal justice agencies, including law enforcement agencies, as well as victim services to ensure a coordinated and effective strategy in response to high risk individuals that addresses:
 - i) bail opposition consistent with the Ministry's guideline on Bail and Violent Crime;
 - ii) dangerous offender and long term offender applications;
 - iii) High Risk Offender National Flagging System and requirements of CPIC;
 - iv) information sharing;
 - v) case management planning;
 - vi) judicial restraint orders;
 - vii) victim assistance; and
 - viii) disclosure of information, including community notification and safety planning; and

- b) ensure that the police service's skills development and learning plan addresses the training and sharing of information with officers, communication operators/dispatchers and supervisors on the police response to high risk individuals.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
VA-001	VICTIMS' ASSISTANCE
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to providing assistance to victims that the Chief of Police will:

- a) working in partnership with the Victim/Witness Assistance Programme (VWAP) and Victim Crisis and Referral Service (VCARS), where available, municipalities, community and social service agencies and other local organizations, promote the development of an integrated service delivery framework for providing assistance to victims, including safety planning;
- b) ensure that members of the police service are aware of victim service providers or a victim referral service available in the area; and
- c) establish procedures on providing assistance to victims.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
PO-001	PUBLIC ORDER UNITS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, subsection 18(1), subsection 18(2), subsection 18(3), section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to public order maintenance that:

- a) the police service will provide access to the services of a public order unit within a reasonable response time by using its own members;
- b) the public order unit will consist of a unit supervisor and, at least, four squads of seven officers, including the squad leader;
- c) the Chief of Police will establish procedures that:
 - i) set out the circumstances in which a public order unit may be deployed;
 - ii) set out the steps for obtaining the services of a public order unit; and
 - iii) address the circumstances and processes for liaising with appropriate officials for the purposes of Sections 63 - 68 of the *Criminal Code*, regarding unlawful assemblies and riot situations; and
- d) the Chief of Police will:
 - i) ensure that a manual on the procedures of the unit is made available to all members of the unit;
 - ii) ensure that appropriate equipment, in accordance with the Ministry's designated equipment and facilities list, is used/available to members of the public order unit;
 - iii) develop a selection process for members of the public order unit to ensure that the members have the knowledge, skills and abilities to provide the services of the public order unit; and
 - iv) address the ongoing training of members of the public order unit.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
PO-002	POLICE ACTION AT LABOUR DISPUTES
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to police action at labour disputes that:

- a) the role of the police at a labour dispute is to preserve the peace, prevent offences, and enforce the law including offences against persons and property, in accordance with the powers and discretion available to a police officer under the law; and
- b) the Chief of Police will establish procedures on:
 - i) the role of the police at a labour dispute;
 - ii) providing information to management, labour and the public on police procedures during a labour dispute; and
 - iii) secondary employment under section 49 of the *Police Services Act* and labour disputes.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
ER-001	PRELIMINARY PERIMETER CONTROL AND CONTAINMENT
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, subsection 22(1), subsection 22(2), subsection 22(3), subsection 24(2), subsection 25(2)(a), Section 25(3) and section 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to preliminary perimeter control and containment that:

- a) containment will be provided by the police service's patrol officers and tactical unit;
- b) the Chief of Police will establish procedures that address:
 - i) the circumstances in which preliminary perimeter control and containment will be established;
 - ii) operational responsibility for an incident where preliminary perimeter control and containment is being established;
 - iii) the deployment of other emergency response services, including receiving assistance from other agencies;
 - iv) the duties of an officer involved in the establishment of preliminary perimeter control and containment, including compliance with the requirement of section 22(3) of the Adequacy Standards Regulation, pending the deployment of a tactical unit; and
 - v) the training of officers in preliminary perimeter control and containment; and
- c) the Chief of Police will, if the police service establishes its own containment team, or has officers who are members of a joint containment team, develop and maintain a manual on containment team services that addresses:
 - i) the selection process for members of the team, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
 - ii) the equipment to be used/available to the members of the team in accordance with the Ministry's designated equipment and facilities list; and
 - iii) the ongoing training of members of the team.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
ER-002	TACTICAL UNITS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 21, 23, 24(1), 24(2), 25(2)(a), 25(2)(b), 25(3) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the services of a tactical unit that:

- a) the police service will provide the services of a tactical unit by using its own members;
- b) the services will be available 24 hours a day and within a reasonable response time;
- c) the unit will consist of a minimum of 12 full-time tactical officers, including the supervisor, who are dedicated to the tactical unit but who, when not training or undertaking tactical activities, may undertake community patrol; and
- d) the Chief of Police will:
 - i) establish procedures that set out the circumstances in which the service will be deployed, including the process for obtaining the service and reporting relationships;
 - ii) ensure that the tactical unit can undertake containment, the apprehension of an armed barricaded person, and explosive forced entry if it uses the services of a police explosive forced entry technician;
 - iii) develop and maintain a manual on tactical unit services that is available to each member providing this service;
 - iv) establish a selection process for members of the unit, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
 - v) ensure the ongoing and joint training of members who provide this service; and
 - vi) ensure that appropriate equipment, in accordance with the Ministry's designated equipment and facilities list, is used/available to the members who provide this service.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
ER-003	HOSTAGE RESCUE TEAMS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 21, 23, 24(1), 24(2), 25(2)(a), 25(2)(b), 25(3) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect the services of a hostage rescue team that:

- a) the police service will provide the services of a hostage rescue team by using its own members;
- b) the services will be available 24 hours a day and within a reasonable response time;
- c) the team will consist of a minimum of 12 full-time tactical officers, including the supervisor, who are dedicated to the team but who, when not training or undertaking tactical or hostage rescue activities, may undertake community patrol; and
- d) the Chief of Police will:
 - i) establish procedures that set out the circumstances in which the services of the hostage rescue team will be deployed, including the process for obtaining the services and reporting relationships;
 - ii) ensure that the hostage rescue team can undertake containment, the apprehension of an armed barricaded person, and hostage rescue;
 - iii) develop and maintain a manual on hostage rescue team services that is available to each member providing this service;
 - iv) establish a selection process for members of the team, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
 - v) ensure the ongoing training of members who provide this service; and
 - vi) ensure that appropriate equipment, in accordance with the Ministry's designated equipment and facilities list, is used/available to the members who provide this service.

CHAPTER FOUR: MINISTRY POLICING STANDARDS AND REGULATIONS

Policy Number:	Policy Subject:
ER-004	MAJOR INCIDENT COMMAND
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 21, 24(2), 25(2)(a), 25(3) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to major incident command services that:

- a) the police service will provide the services of a major incident commander by using its own members;
- b) the services will be available 24 hours a day and within a reasonable response time; and
- c) the Chief of Police will:
 - i) develop procedures that address the circumstances in which a major incident commander is to be deployed;
 - ii) develop and maintain a manual on major incident command that is available to each member providing this service;
 - iii) establish a selection process for members who provide this service, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
 - iv) ensure the ongoing training of members who provide this service; and
 - v) ensure that appropriate equipment, in accordance with the Ministry's designated equipment and facilities list, is used/available to members who provide this service.

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Policy Number:	Policy Subject:
ER-005	CRISIS NEGOTIATION
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 21, 24(2), 25(2)(a), 25(3) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to crisis negotiation services that:

- a) the police service will provide the services of a crisis negotiator by using its own members;
- b) the services will be available 24 hours a day and within a reasonable response time;
- c) a crisis negotiator will not perform any incident management role other than crisis negotiation;
- d) the Chief of Police will:
 - i) develop procedures that address the circumstances in which a crisis negotiator is to be deployed;
 - ii) develop and maintain a manual on crisis negotiation that is available to each member providing this service;
 - iii) establish a selection process for members who provide this service, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
 - iv) ensure the ongoing training of members who provide this service; and
 - v) ensure that appropriate equipment, in accordance with the Ministry's designated equipment and facilities list, is used/available to members who provide this service.

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Policy Number:	Policy Subject:
ER-006	EXPLOSIVES
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 21, 21(2), 21(4), 25 and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the services of police forced entry explosive technicians and explosive disposal technicians that:

- a) the police service will provide the services of police forced entry explosive technicians and explosive disposal technicians by using its own members;
- b) the services will be available 24 hours a day and within a reasonable response time;
- c) the Chief of Police will set out the circumstances when police forced entry explosives and explosive disposal services will be deployed; and
- d) the Chief of Police will:
 - i) develop procedures for the initial response to occurrences involving found or suspected explosives;
 - ii) develop and maintain a manual on the use of police forced entry explosives and explosives disposal services that is available to each member providing that service;
 - iii) develop a selection process to ensure that members who provide these services have the knowledge, skills and abilities required to deliver these services effectively and safely;
 - iv) ensure the ongoing training of members providing these services; and
 - v) ensure that appropriate equipment is used/available to members providing these services.

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Policy Number:	Policy Subject:
ER-007	GROUND SEARCH FOR LOST OR MISSING PERSONS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, sections 27(a), 27(b) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to ground search for lost or missing persons that the Chief of Police will:

- a) promote, through partnerships with other emergency service providers and volunteer groups, the coordination of ground search services in the jurisdiction served by the police service;
- b) develop procedures on ground search for lost or missing persons that include reference to an appropriate response time; and
- c) ensure that search coordinators and team leaders have the knowledge, skills and abilities required to perform these functions.

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Policy Number:	Policy Subject:
ER-008	EMERGENCY PLANNING
LEGISLATIVE REFERENCE / AUTHORITY	Adequacy Standards Regulation 3/99, sections 26(1), 26(2) and 29.
DATE APPROVED	25 July 2005
DATE AMENDED	24 September 2007
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to emergency planning that the Chief of Police will consult with the municipality and other emergency services on the development of, and have in place, an emergency plan that addresses the role and duties of the police service during an emergency, and the procedures to be followed by members of the police service during an emergency.

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Policy Number:	Policy Subject:
ER-009	UNDERWATER SEARCH AND RECOVERY UNITS
LEGISLATIVE REFERENCE / AUTHORITY	<i>Occupational Health and Safety Act (OHSA); OHSA Diving Operations Regulation 629/94; Canadian Standards Association (CSA) Competency Standard for Diving Operations CAN/CSA-Z275.4-02 and Occupational Safety Code for Diving Operations CAN/CSA-Z275.2-92.</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the services of an underwater search and recovery unit that:

- a) the police service will provide the services of an underwater search and recovery unit by using its own members;
- b) the services will be available 24 hours a day and within a reasonable response time;
- c) the Chief of Police will:
 - i) establish procedures that set out the circumstances in which the service will be deployed, including the process for obtaining the service and reporting relationships;
 - ii) establish procedures for the deployment of other emergency response services, including receiving assistance from other agencies;
 - iii) ensure that underwater search and recovery unit members comply with the *OHSA*, and *Diving Operations Regulation* or where amended;
 - iv) ensure that underwater search and recovery unit members are qualified to perform their specific tasks in accordance with *Competency Standard for Diving Operations CAN/CSA-Z275.4-02* or where amended;
 - v) ensure that the underwater search and recovery unit members perform their tasks according to the *Occupational Safety Code for Diving Operations CAN/CSA-Z275.2-92* or where amended;
 - vi) develop and maintain a reference file on all diving hazards that is available to each member providing this service;
 - vii) establish a selection process for the unit, including ensuring that members who provide this service meet the requirements of local policies and procedures;
 - viii) ensure the ongoing training of members who provide this service;

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- ix) ensure that the police service's major incident commanders receive training in their responsibilities and the capabilities of the underwater search and recovery unit; and
- x) ensure that appropriate equipment, in accordance with the Ministry's designated equipment and facilities list, is used/available to the members who provide this service.

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Policy Number:	Policy Subject:
AI-001	FRAMEWORK FOR BUSINESS PLANNING
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, subsections 30(1), 32(1) and 32(2).
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

Consultation

It is the policy of the Ottawa Police Services Board with respect to business planning that:

1. This Board, in partnership with the Chief of Police, will prepare a strategy for the development of the business plan, consistent with the requirements of the Adequacy Standards Regulation (including the protocol with municipal council), that will include consultation on:
 - a) an environmental scan of the community that highlights crime, calls for service and public disorder trends within the community;
 - b) the results achieved by the police service in relation to the business plan currently in effect;
 - c) a summary of the workload assessments and service delivery evaluations undertaken during the existing business plan cycle;
 - d) the board's proposals with respect to the police service's objectives, core business and functions, and performance objectives and indicators for the eight functions set out in the Adequacy Standards Regulation; and
 - e) the estimated cost of delivering adequate and effective police services to meet the needs identified in the draft business plan.

Performance Objectives

2. This Board, in partnership with the Chief of Police, will consider when developing the performance objectives, factors such as:
 - a) the police service's existing and/or previous performance, and estimated costs;
 - b) crime, calls for service and public disorder analysis and trends, and other social, demographic and economic factors that may impact on the community;
 - c) the type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;
 - d) the availability of measurements for assessing the success in achieving the performance objectives; and
 - e) community expectations, derived from the consultation process, community satisfaction surveys, and victimization surveys.

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3. The business plan will include the estimated cost projections for implementing the business plan for each year that the plan covers.

Information Technology

4. This Board, in partnership with the Chief of Police, will include in the business plan an information technology plan that:
 - a) is based on an evaluation of the police service's information technology needs, including its capacity to electronically share information with other agencies, organizations and community groups;
 - b) requires the periodic review of key business processes, practices and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
 - c) addresses information technology acquisition, updating, replacement and training.

Police Facilities

5. This Board, in partnership with the Chief of Police, will include in the business plan a police facilities plan that, at minimum, ensures that the police service maintains one or more police facilities that are accessible to the public during normal working hours, and that during all other hours public telecommunications access to a communications centre.
6. The Chief of Police should review and report back to the board, at least once every business cycle, on whether:
 - a) all police facilities:
 - i) meet or exceed provincial building and fire codes;
 - ii) have sufficient space for the efficient organization of offices and equipment;
 - iii) be adequately heated, ventilated, illuminated and, where appropriate and practical, air conditioned, when in use;
 - iv) have lockers, separate change area, if members are required to change at the workplace, and washroom facilities, and where appropriate and practical, shower facilities; and
 - v) have appropriate security measures and communications;
 - b) members of the police service have available:
 - i) appropriate and secure working, records and equipment storage space; and
 - ii) separate or private areas for interviewing purposes; and
 - c) the police service's lock-up facilities meet the following requirements:
 - i) the minimum cell size is 7' x 4'6" x 7' high;
 - ii) fire extinguishers are secure and readily available in the lock-up area, but out of reach of the person in custody;
 - iii) smoke and heat detectors are installed in the lock-up area;
 - iv) toilet facilities are provided in each lock-up;
 - v) no unsafe conditions exist, including means of attaching ligatures;
 - vi) first aid equipment, including airway devices for mouth to mouth resuscitation, are readily available;

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- vii) lock-ups are separate from public view;
 - viii) confidential interviews with legal counsel can be accommodated;
 - ix) a proper area for prisoner processing is provided;
 - x) cell keys are in a secure location and master or duplicate keys are readily available;
 - xi) the area where prisoners are processed and/or searched is well illuminated, secure and has no hazardous conditions present;
 - xii) compliant with the police service's policy and procedures with respect to communicable diseases; and
 - xiii) a means of constantly communicating with the main desk area and/or the communications centre is available.
7. Where it is determined that the police facilities do not meet the requirements in 4(a), (b) and (c), the Chief of Police should prepare a plan for the Board that sets out options and costs in order to meet the requirements.

Resource Planning

8. The Chief of Police will:
- a) implement a resource planning methodology that is either automated or manual, and which takes into account the business plan and existing demands for service; and
 - b) at least once every business cycle, undertake and report back on workload assessments and service delivery evaluations for the following areas:
 - i) crime prevention;
 - ii) law enforcement, including separate assessments and evaluations for the service's community patrol, communications and dispatch, crime analysis, criminal intelligence, criminal investigation and investigative supports functions;
 - iii) providing assistance to victims;
 - iv) public order maintenance; and
 - v) emergency response services for the six functions identified in sections 21(1) and 22 of the Adequacy Standards Regulation.

Communication

9. This Board, in partnership with the Chief of Police, will establish a process, with municipal council if required, for the communication of the business plan to:
- a) members of the police service; and
 - b) members of the public.

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Policy Number:	Policy Subject:
AI-002	SKILLS DEVELOPMENT AND LEARNING
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Adequacy Standards Regulation 3/99, Section 33.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to skills development and learning that the Chief of Police will:

- a) prepare and review at least once every three years a skills development and learning plan that:
 - i) provides an overview of the police service's existing and anticipated future needs in relation to skills development and learning;
 - ii) identifies the police service's skills development and learning objectives;
 - iii) promotes cost-effective and innovative delivery of skills development and learning, including potential partnerships with other service providers;
 - iv) supports coaching or mentoring of new officers;
 - v) ensures the development and maintenance of the knowledge, skills and abilities of members of the police service consistent with the Adequacy Standards Regulation;
 - vi) emphasizes the importance of organizational learning; and
 - vii) addresses the responsibility of members for career development and skills development and learning.

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Policy Number:	Policy Subject:
AI-003	EQUAL OPPORTUNITY, DISCRIMINATION AND WORKPLACE HARASSMENT
LEGISLATIVE REFERENCE / AUTHORITY	<p>Equal Opportunity is consistent with the principles of the <i>Police Services Act (PSA)</i>, including “<i>the need for sensitivity to the pluralistic, multicultural and multiracial character of Ontario’s society</i>”, and “<i>the need to ensure police services are representative of the communities they serve.</i>”</p> <p>Under the <i>Ontario Human Rights Code</i> employers are required to provide accommodation, unless to provide accommodation would cause undue hardship to the employer, considering the costs, outside sources of funding, if any, and health and safety requirements, if any.</p> <p>Section 47 of the <i>PSA</i> addresses the accommodation of needs of disabled members of police services in accordance with the <i>Ontario Human Rights Code</i>.</p>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to equal opportunity and workplace harassment that the Chief of Police will:

- a) establish procedures on equal opportunity that are consistent with the principles of the *Police Services Act* and the *Ontario Human Rights Code*, including recruitment, selection, career development and promotion;
- b) establish procedures on responding to and preventing discrimination and harassment in the workplace, including stereotyping;
- c) ensure that no sexist, racist or other offensive or derogatory material is displayed in the workplace;

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- d) establish procedures on employment accommodation in accordance with the Ontario *Human Rights Code* and section 47 of the *Police Services Act*;
- e) implement an employee performance appraisal system; and
- f) ensure that all officers receive training on race relations, diversity and human rights.

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Policy Number:	Policy Subject:
AI-004	COMMUNICABLE DISEASES
LEGISLATIVE REFERENCE / AUTHORITY	<i>Occupational Health and Safety Act.</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to communicable diseases that the Chief of Police will:

- a) develop and maintain procedures that are consistent with the most recent edition of the Ministry of Health and Long-Term Care's *Preventing and Assessing Occupational Exposures to Selected Communicable Diseases – An Information Manual for Designated Officers*;
- b) designate and train one or more members as a Communicable Disease Coordinator(s);
- c) ensure that each Communicable Disease Coordinator is provided with a copy of the most recent edition of the Ministry of Health and Long-Term Care's *Preventing and Assessing Occupational Exposures to Selected Communicable Diseases – An Information Manual for Designated Officers*; and
- d) work, where possible, with the local medical officer of health, to develop a post-exposure plan that addresses roles and responsibilities, reporting protocols, medical evaluation, intervention, confidentiality, access to treatments and follow-up support for workers who have suffered a high-risk occupational exposure to a communicable disease.

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Policy Number:	Policy Subject:
AI-005	USE OF AUXILIARIES
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , section 52.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board that, should the Ottawa Police Service adopt the use of auxiliaries, the Chief of Police will:

- a) develop and maintain procedures that address the use of auxiliaries by the police service in accordance with the *Police Services Act* and the Adequacy Standards Regulation; and
- b) ensure that records are maintained relating to the use of auxiliaries.

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Policy Number:	Policy Subject:
AI-006	USE OF VOLUNTEERS
LEGISLATIVE REFERENCE / AUTHORITY	The Adequacy Standards Regulation makes reference to the use of volunteers in the delivery of the police service's community-based crime prevention initiatives and ground search for lost or missing persons, under the direction of a member of the police service.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the use of volunteers that the Chief of Police will:

- a) develop and maintain procedures that address the use of volunteers by the police service in accordance with the Adequacy Standards Regulation, including recruitment, screening, training and supervision; and
- b) ensure that records are maintained relating to the use of volunteers.

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Policy Number:	Policy Subject:
AI-007	MANAGEMENT OF POLICE RECORDS
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act (PSA)</i> , sections 31(1)(c) & 41(1)(a), and <i>Violent Crime Linkage Analysis Systems Reports Regulation</i> , section 2.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the management of police records that the Chief of Police will:

- a) establish procedures on records management, including the collection, security, retention, use, disclosure and destruction of records in accordance with the requirements of appropriate legislation;
- b) comply with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*; and
- c) establish procedures on CPIC that are consistent with the *CPIC Reference Manual* and the Ministry's policy relating to CPIC Records.

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Policy Number: AI-008	Policy Subject: MARKED GENERAL PATROL VEHICLES
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act (PSA)</i> states that municipalities are responsible for providing the infrastructure necessary to support adequate and effective police services, including vehicles.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to marked general patrol vehicles that the Chief of Police will:

- a) establish procedures that set out the functions of marked general patrol vehicles;
- b) ensure that the police service's marked general patrol vehicles meet required specifications;
- c) ensure the regular maintenance, inspection and replacement of the police service's marked general patrol vehicles; and
- d) consult with designated employee representatives regarding the acquisition of patrol vehicles and related equipment.

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Policy Number:	Policy Subject:
AI-009	SAFE STORAGE OF POLICE SERVICE FIREARMS
LEGISLATIVE REFERENCE / AUTHORITY	<i>Firearms Act</i> , section 117, and <i>Public Agents Firearms Regulations</i> , section 3 (1).
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to the safe storage of police service firearms that the Chief of Police will establish procedures that are consistent with the requirements of the *Firearms Act* and the *Public Agents Firearms Regulations*.

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Policy Number:	Policy Subject:
AI-010	POLICE UNIFORMS
LEGISLATIVE REFERENCE / AUTHORITY	<i>Municipal Police Forces Regulation.</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to police uniforms that the Chief of Police will develop procedures on the provision and use of a standardized uniform by the police service's uniformed police officers.

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Policy Number:	Policy Subject:
AI-011	FRAMEWORK FOR ANNUAL REPORTING
LEGISLATIVE REFERENCE / AUTHORITY	Adequacy Standards Regulation 3/99, section 30, 31, 32; Ontario <i>Police Services Act</i> , subsection 31(1), paragraph 41(1)(d) and Part V.
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to annual reporting that:

- a) the Chief of Police will prepare an annual report for the Board on the activities of the police service during the previous fiscal year, which includes, at minimum, information on:
 - i) performance objectives and indicators as set out in the business plan, and results achieved;
 - ii) public complaints; and
 - iii) the actual cost of police services; and
- b) this Board will enter into a protocol with municipal council that addresses:
 - i) the responsibility for making the annual report public; and
 - ii) the dates by which the annual report will be made available to the municipal council.

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Policy Number:	Policy Subject:
AI-012	USE OF FORCE
LEGISLATIVE REFERENCE / AUTHORITY	<i>Criminal Code of Canada and Ontario Provincial Offences Act; Equipment and Use of Force Regulation 926; Ontario Police Services Act, section 44(1).</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to use of force that:

- a) this Board, upon receiving a report on the investigation into an injury or death caused by the discharge of a member's firearm, will:
 - i) review the report and make further inquiries as necessary; and
 - ii) file a copy with the Solicitor General, including any additional inquiries of the Board;
- b) this Board, upon being notified that the Chief of Police has discharged a firearm in the performance of his/her duty, will cause an investigation into the circumstances and file a report on the investigation with the Solicitor General;
- c) the Chief of Police will:
 - i) ensure that members do not use a weapon other than a firearm unless:
 - that type of weapon has been approved for use by the Solicitor General;
 - the weapon conforms to technical standards established by the Solicitor General;
 - the weapon is used in accordance with standards established by the Solicitor General; and
 - the weapon, in the course of a training exercise, is used on another member in accordance with the police service's procedures;
 - ii) ensure that, at minimum, police officers are:
 - issued a handgun that meets the technical specifications set out in the *Equipment and Use of Force Regulation*;
 - issued oleoresin capsicum aerosol spray;
 - issued a baton; and
 - trained in officer safety, communication, handcuffing and physical control techniques;
 - iii) ensure that members do not:

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- use force on another person unless they have successfully completed a training course on the use of force; and
- carry a firearm unless, they have successfully completed a training course on the use of firearms, and is competent in the use of the firearm;
- iv) ensure that, at least once every 12 months, members:
 - who may be required to use force on other persons receives a training course on the use of force; and
 - authorized to carry a firearm, receives a training course on the use of firearms;
- v) permit the use of reasonable weapons of opportunity by police officers, when none of the approved options is available or appropriate to defend themselves or members of the public;
- vi) establish procedures consistent with the requirements of the *Equipment and Use of Force Regulation 926*;
- vii) immediately cause an investigation to be made where a member unintentionally or intentionally discharges his or her firearm, except on a target range or in the course of weapon maintenance;
- viii) immediately cause an investigation and file a report to this Board where a member, by the discharge of a firearm in the performance of his or her duty, kills or injures another person;
- ix) where the Chief discharges a firearm in the performance of the Chief's duties, promptly report the matter to this Board;
- x) ensure that a written record is maintained of the training courses taken by the members of the police service on the use of force and the use of firearms;
- xi) ensure the reporting of the use of force by members in accordance with the *Equipment and Use of Force Regulation 926*;
- xii) ensure the ongoing review and evaluation of local use of force procedures, training and reporting; and
- xiii) provide a copy of the police service's annual use of force study to this Board for review, and ensure the availability of the study to the community.

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Policy Number:	Policy Subject:
AI-013	SPEED DETECTION DEVICES
LEGISLATIVE REFERENCE / AUTHORITY	<i>Occupational Health and Safety Act (OHSA), Ontario Ministry of Labour's Health and Safety Guidelines "Radiofrequency and Microwave Radiation in the Workplace"; the current Model Minimum Performance Specifications for Police Traffic Radar Devices DOT HS 808-069 publication of the National Highway Traffic Safety Administration (NHTSA); and/or the current Model Minimum Performance Specifications for Lidar Speed Measurement Devices – DOT HS 809 239 publication of the National Highway Traffic Safety Administration (NHTSA).</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to speed detection devices that:

1. The Chief of Police will:
 - a) ensure the provision of speed detection devices that:
 - i) comply with the current *Model Minimum Performance Specifications for Police Traffic Radar Devices DOT HS 808-069* and/or the current *Model Minimum Performance Specifications for Lidar Speed Measurement Devices DOT HS 809-239* (recommend phased in through new expenditures by January 1st 2005);
 - ii) do not exceed $5\text{mW}/\text{cm}^2$ for the emission safety limits in compliance with Appendix 1 on Occupational Exposure Limits established by Health Canada's *Safety Code 6* and adopted by Ontario Ministry of Labour's Health and Safety Guideline "*Radiofrequency and Microwave Radiation in the Workplace*";
 - iii) are tested for accuracy on set-up; and
 - iv) are tested and certified initially by the manufacturer's requirements in accordance with NHTSA standards and tested and certified following any repair/maintenance with information on tested emission levels and maintenance recorded;
 - b) ensure that each member uses, maintains and cares for the speed detection devices provided to them in accordance with the standards established by the Minister;

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- c) ensure that police officers do not:
 - i) use speed detection devices unless the member has successfully completed the required training course(s) delivered by a qualified instructor;
 - ii) have speed detection devices transmitting when not in use; and
 - iii) direct the speed detection devices towards any part of the body, specifically the head and groin areas;
- d) ensure that, at least every twenty four months, every member who may be required to use speed detection devices receives a refresher training course by a qualified instructor that reviews the topics covered in the initial training course, including updates on changes in case law, new technological developments and/or operating procedures; and
- e) ensure that police officers receive information regarding the *Model Minimum Performance Specifications for Police Traffic Radar Devices DOT HS 808-069*, *Model Minimum Performance Specifications for Lidar Speed Measurement Devices DOT HS 809-239*, Health Canada's *Safety Code 6* and the *OHSA* including the Ontario Ministry of Labour's Health and Safety Guideline "*Radiofrequency and Microwave Radiation in the Workplace*."

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Policy Number:	Policy Subject:
AI-014	SECURE HOLSTER
LEGISLATIVE REFERENCE / AUTHORITY	<i>Occupational Health and Safety Act (OHSA); Section 3 of Ontario Regulation 123/98 (General) made under the Police Services Act (PSA); Section 135 of the PSA; and the Equipment and Use of Force Regulation 926.</i>
DATE APPROVED	25 July 2005
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board with respect to secure holsters that:

1. The Chief of Police will:
 - a) ensure the provision of secure holster equipment that is constructed to provide the level of protection that is necessary for the performance of duty including:
 - i) inhibiting the handgun from being drawn inadvertently;
 - ii) inhibiting the handgun from being withdrawn by an unauthorized person; and
 - iii) permitting the rapid unimpeded drawing of the handgun should it be required; and
 - b) consult with designated employee representatives regarding the acquisition of secure holsters.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
OR-1	VIOLENT CRIME LINKAGE ANALYSIS SYSTEM REPORTS (ViCLAS)
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Regulation 550/96 made under the <i>Police Services Act (PSA)</i>
DATE APPROVED	24 September 2007
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board that the Chief of Police shall operate with procedures that ensure adherence to the provisions of the *Violent Crime Linkage Analysis System Reports* Regulation.

**CHAPTER FOUR:
MINISTRY POLICING STANDARDS AND REGULATIONS**

Policy Number:	Policy Subject:
OR-2	MAJOR CASE MANAGEMENT MANUAL
LEGISLATIVE REFERENCE / AUTHORITY	Ontario Regulation 354/04 made under the <i>Police Services Act (PSA)</i>
DATE APPROVED	24 September 2007
DATE AMENDED	
DATE TO BE REVIEWED	2010
REPORTING REQUIREMENT	Annual compliance reporting

BOARD POLICY

It is the policy of the Ottawa Police Services Board that the Chief of Police shall operate with procedures that ensure adherence to the provisions of the *Major Case Management Manual* Regulation.