

Report to / Rapport au:

Ottawa Police Services Board
Commission de services policiers d'Ottawa

27 February 2017 / 27 février 2017

Submitted by / Soumis par:

Policy and Governance Committee / Comité des politiques et de la gouvernance

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**SUBJECT: REVIEW OF BOARD POLICIES & RESPONSE TO OUTSTANDING
MOTION M-16-01: BOARD COMMITTEE REVIEW**

**OBJET: EXAMEN DES POLITIQUES DE LA COMMISSION ET RÉPONSE À LA
MOTION EN SUSPENS M-16-01 : EXAMEN DU COMITÉ DE LA
COMMISSION**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board approve:

- 1. The amendments to policies contained in this report.**
- 2. A staggered policy review schedule, as follows:**
 - Chapter 1: 2020**
 - Chapters 2 and 3: 2021**
 - Chapter 4: 2022.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa approuve :

1. les modifications aux politiques proposées dans le présent rapport;
2. un examen échelonner des politiques comme suit :
 - Chapitre 1 : 2020
 - Chapitres 2 et 3 : 2021
 - Chapitre 4 : 2022.

BACKGROUND

Under the *Police Services Act*, police services boards are charged with ensuring the delivery of adequate and effective police services through providing governance and oversight to the Ottawa Police Service. To assist in fulfilling these responsibilities, the Ottawa Police Services Board maintains a Policy Manual with over 100 policies divided into the following four chapters:

1. Governance and Administration
2. Board / Chief Linkages
3. Chief's Requirements
4. Ministry Policing Standards and Regulations.

Each policy has a routine review date associated with it; the Board's general practice is that, unless otherwise stated, policies are to be reviewed every three years to ensure they remain current and relevant. In 2016, the majority of policies in Chapters One, Two and Four, plus five policies in Chapter Three (Chief's Requirements), were due for review and this report contains the results of that review. A list of all policies reviewed is attached as Document 1.

In addition to the routine review, at its meeting on 25 April 2016 the Board approved the following motion:

That the Ottawa Police Services Board direct Board staff to conduct a review of the committee procedures and practices of other large boards in the country and report back to the Board's Policy & Governance Committee, and that the Committee make recommendations to the Board with regard to committee structure and mandate to ensure that they continue to meet the Board's expectations of transparency and accountability and contribute to an efficient and effective decision-making process.

The first part of the motion dealing with committee procedures and practices was addressed in June 2016 when the Board approved changes to its practices aimed at improving accountability and transparency of committee meetings and minutes. Those measures included: posting committee agendas and items online; reports from committee chairs at regular Board meetings; inclusion of committee minutes in Board agendas; and revisions to the style of minute taking.

The second part of the motion, requesting the Policy & Governance (P&G) Committee to make recommendations to the Board on the committee structure and mandate, are addressed in this report through proposed amendments to the policy on Board Committees.

DISCUSSION

Existing policies can be amended for a number of reasons such as: new or amended legislation; aligning policies with actual practice; consistency; and administrative or housekeeping updates. Of the policies reviewed, most are still current and fulfilling the objectives they were designed to meet. However, amendments are proposed for the six (6) policies noted in the chart below, which also contains the rationale for the proposed changes. The policies with the amendments are attached as Document 2.

Policy	Recommended Amendments <i>(new wording is bolded)</i>
GA-1: Board Member Job Description	<p>Amend the second sentence in the section on “Time Commitment” as follows: “In addition to regular monthly Board meetings held on the fourth Monday of the month at 5:00 p.m. 4:00 p.m. and regular meetings of the Board’s four committees, there are up to four occasionally community meetings a year and numerous other events that Board members are invited to attend.</p> <p><u>Rationale:</u> The amendments reflect current practices.</p>
GA-4: Board Committees	<p>There are substantial amendments to this policy. Rather than reproduce them in this chart the entire amended policy is attached in Document 2.</p> <p><u>Rationale:</u></p> <ol style="list-style-type: none"> 1. Incorporates provisions on committees found in the Board’s Procedure By-law into the General Principles

	<p>of the Board Committees policy.</p> <ol style="list-style-type: none"> 2. Incorporates amendments approved by the Board in June 2016 that introduced procedures aimed at enhancing the openness and transparency of committee meetings (in response to Outstanding Board Motion M-16-01). 3. Amends the Human Resources (HR) Committee mandate to include issues related to diversity, inclusion and gender equality, in response to a review of committee mandates and structure (as per Outstanding Board Motion M-16-01). 4. Adds a new responsibility to the P&G Committee mandate to annually review the Chief's risk management program.
GA-8: Legal Services	<ul style="list-style-type: none"> - Amend section 1.2 to read: "The Small Claims Court exercises jurisdiction over minor claims subject to a maximum amount, which is currently \$10,000 \$25,000. The Board Solicitor shall have authority to commence, defend, settle and abandon all matters within the jurisdiction of the Small Claims Court." - Amend section 2.2.1 to read: "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 \$250,000." <p>Rationale: The revised spending authority limits correspond to the Board Solicitor's current authority with respect to City matters and reflect inflation.</p>
GA-9: Complaints	<ul style="list-style-type: none"> - Amend section 2.3 to read: "In the case of a public complaint about the conduct of a police officer, a complaint continued under paragraph 3.4 2.1 above shall be dealt with as if it had been made by the Chief or by the Board, as the case may be, in accordance with the Act." <p><u>Rationale</u>: This amendment corrects a typographical error.</p>

	<p>– Amend section 5.11(a) to read: “Notice of a public meeting to be held pursuant to section 63(8) of the <i>Act</i> shall be given by publication in English and French language newspapers media that, in the opinion of the Board, are of sufficiently general circulation in the City so as to give will provide the public with reasonable notice of such meeting.</p> <p><u>Rationale:</u> Reflects the fact that other methods now exist in which to publish notice of public meetings in addition to newspapers.</p>
<p>GA-11: Board Communications & Community Outreach</p>	<p>– Amend section Part B, paragraph 2 as follows: “The Board will be proactive in engaging, educating and hearing from the public by holding up to four “public interest” meetings a year from time to time.”</p> <p><u>Rationale:</u> Reflects current Board practices.</p> <p>– Add to the list of Primary External Stakeholders: OPS Youth Advisory Committee and National Capital Area Crime Stoppers.</p> <p><u>Rationale:</u> The P&G Committee indicated it wishes to recognize the Youth Advisory Committee as a primary stakeholder, and Crime Stoppers has been added as the Board receives semi-annual updates from the group at regular Board meetings.</p>
<p>BC-2: Monitoring Requirements</p>	<p>The list of monitoring requirements under the Heading “Chief’s Requirements” has been re-organized to group reports due on a quarterly, semi-annual and annual basis.</p> <p>In addition, the following new annual reporting requirements have been added to the list:</p> <ul style="list-style-type: none"> – Human Rights and Racial Profiling – Public Rewards – Accessibility – Workplace Accidents and Injuries

	<ul style="list-style-type: none"> - Promotions Process - Positive Workplace - Risk Management Program - Regulated Interactions (beginning in 2018). <p><u>Rationale:</u> Reflects new reporting requirements added since the last policy update. The new requirement for reporting on the Service's Risk Management Program is intended to ensure that risks facing the organization have been identified and assessed and that a risk management framework to address them has been established.</p> <p>Note: As the formatting revisions are not easy to read, the attached amended policy does not show them. New reporting requirements however are highlighted.</p>
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In addition to the amendments outlined above, a suggestion arose during the review process to stagger the policy review schedule over three years instead of scheduling the bulk of the policies in one year. Consequently, one of the recommendations in this report is to schedule the next set of reviews as follows:

- Chapter 1: 2020
- Chapters 2 and 3: 2021
- Chapter 4: 2022.

This schedule pertains to the routine review and does not preclude amendments being made as required should it be necessary as a result of changing legislation or updates the Board may identify. The pending changes to the Province's Police Services Act may also necessitate further revisions to the Board's policies.

CONSULTATION

The policies identified in the table above were reviewed by the Board's Executive Director, OPS staff, and the Board Solicitor where appropriate.

FINANCIAL IMPLICATIONS

There is no cost associated with the review of the Board policies.

SUPPORTING DOCUMENTATION

Document 1 – List of policies reviewed in 2016.

Document 2 – Policies with proposed amendments.

CONCLUSION

The Ottawa Police Services Board maintains a comprehensive set of policies to assist it in providing effective governance and oversight for the Ottawa Police Service. Such policies are necessary to successfully fulfill the Board's legislative responsibilities in providing adequate and effective police services in the City of Ottawa. The Board has committed to regular review of its policies to ensure they remain relevant and up-to-date. This review of the majority of policies contained in Chapters 1, 2 and 4, and the other policies addressed in this report, will ensure the Board's policies remain current.

OTTAWA POLICE SERVICES BOARD POLICY MANUAL: POLICIES DUE FOR REVIEW IN 2016

CHAPTER 1: GOVERNANCE & ADMINISTRATION

GA-1	BOARD MEMBER JOB DESCRIPTION
GA-2	BOARD COMPETENCY / SKILLS COMPOSITE
GA-4	BOARD COMMITTEES
GA-5	BOARD PLANNING AND PERFORMANCE REVIEW
GA-6	PROTOCOL FOR SHARING INFORMATION WITH COUNCIL
GA-7	BOARD DISCRETIONARY FUND
GA-9	COMPLAINTS
GA-11	BOARD COMMUNICATIONS & COMMUNITY OUTREACH
GA-12	BOARD MEMBER TRAVEL & EXPENSE POLICY
GA-13	OFFICIAL LANGUAGES - BOARD
GA-15	LEGAL INDEMNIFICATION

CHAPTER 2: BOARD - CHIEF LINKAGES

BC-1	BOARD / CHIEF RELATIONSHIP
BC-2	MONITORING REQUIREMENTS
BC-3	CHIEF OF POLICE PERFORMANCE EVALUATION SYSTEM

CHAPTER 3: CHIEF'S REQUIREMENTS

CR-3	EXECUTIVE SUCCESSION MANAGEMENT
CR-9	AUDIT REQUIREMENT
CR-12	COMMEMORATIVE NAMING OF POLICE FACILITIES
CR-16	HUMAN RIGHTS AND RACIAL PROFILING
CR-17	MAJOR EVENTS

CHAPTER 4: MINISTRY POLICING STANDARDS & REGULATIONS

Crime Prevention

CP-001	PROBLEM-ORIENTED POLICING
CP-002	CRIME PREVENTION

Law Enforcement

LE-001	COMMUNITY PATROL
LE-002	COMMUNICATIONS AND DISPATCH
LE-003	CRIME, CALL AND PUBLIC DISORDER ANALYSIS
LE-004	CRIMINAL INTELLIGENCE
LE-005	ARREST

LE-006	CRIMINAL INVESTIGATION MANAGEMENT & PROCEDURES
LE-007	HATE/BIAS MOTIVATED CRIME
LE-008	HATE PROPAGANDA
LE-009	JOINT FORCES OPERATIONS
LE-010	INTERNAL TASK FORCES
LE-011	SEARCH OF PREMISES
LE-012	SEARCH OF PERSONS
LE-013	POLICE RESPONSE TO PERSONS WHO ARE EMOTIONALLY DISTURBED OR HAVE A MENTAL ILLNESS OR A DEVELOPMENTAL DISABILITY
LE-014	COURT SECURITY
LE-015	PAID INFORMANTS AND AGENTS
LE-016	PRISONER CARE AND CONTROL
LE-017	TRAFFIC MANAGEMENT, ENFORCEMENT AND ROAD SAFETY
LE-018	WITNESS PROTECTION
LE-019	STOLEN OR SMUGGLED FIREARMS
LE-020	COLLECTION, PRESERVATION AND CONTROL OF EVIDENCE AND PROPERTY
LE-021	ELDER AND VULNERABLE ADULT ABUSE
LE-022	OFFICER NOTE TAKING
LE-023	BAIL AND VIOLENT CRIME
LE-024	DOMESTIC VIOLENCE OCCURRENCES
LE-025	SUPERVISION
LE-026	MISSING PERSONS
LE-027	CHILD ABUSE AND NEGLECT
LE-028	CRIMINAL HARASSMENT
LE-029	PREVENTING OR RESPONDING TO OCCURRENCES INVOLVING FIREARMS
LE-030	PROPERTY OFFENCES (INCLUDING BREAK AND ENTER)
LE-031	DRUG INVESTIGATION
LE-032	ILLEGAL GAMING
LE-033	PRISONER TRANSPORTATION
LE-034	SEXUAL ASSAULT INVESTIGATION
LE-035	WATERWAYS POLICING
LE-036	CHILD PORNOGRAPHY (INTERNET CHILD EXPLOITATION)
LE-037	SUDDEN DEATH AND FOUND HUMAN REMAINS
LE-038	FRAUD AND FALSE PRETENCE INVESTIGATION
LE-039	HOMICIDE
LE-040	PARENTAL OR NON-PARENTAL ABDUCTIONS
LE-041	PROCEEDS OF CRIME
LE-042	ROBBERY
LE-043	VEHICLE THEFT
LE-044	YOUTH CRIME
LE-045	SUSPECT APPREHENSION PURSUITS
LE-046	SEX OFFENDER REGISTRY
LE-047	POLICE RESPONSE TO HIGH RISK INDIVIDUALS

Victims' Assistance

VA-001 | VICTIMS' ASSISTANCE

Public Order Maintenance

PO-001 | PUBLIC ORDER UNITS

PO-002 | POLICE ACTION AT LABOUR DISPUTES

PO-003 | POLICING ABORIGINAL OCCUPATIONS & PROTESTS

Emergency Response

ER-001 | PRELIMINARY PERIMETER CONTROL AND CONTAINMENT

ER-002 | TACTICAL UNITS

ER-003 | HOSTAGE RESCUE TEAMS

ER-004 | MAJOR INCIDENT COMMAND

ER-005 | CRISIS NEGOTIATION

ER-006 | EXPLOSIVES

ER-007 | GROUND SEARCH FOR LOST OR MISSING PERSONS

ER-008 | EMERGENCY PLANNING

ER-009 | UNDERWATER SEARCH AND RECOVERY UNITS

ER-010 | CANINE UNITS

Administration and Infrastructure

AI-001 | FRAMEWORK FOR BUSINESS PLANNING

AI-002 | SKILLS DEVELOPMENT AND LEARNING

AI-003 | EQUAL OPPORTUNITY, DISCRIMINATION AND WORKPLACE HARASSMENT PREVENTION

AI-004 | COMMUNICABLE DISEASES

AI-005 | USE OF AUXILIARIES

AI-006 | USE OF VOLUNTEERS

AI-007 | MANAGEMENT OF POLICE RECORDS

AI-008 | MARKED GENERAL PATROL VEHICLES

AI-009 | SAFE STORAGE OF POLICE SERVICE FIREARMS

AI-010 | POLICE UNIFORMS

AI-011 | FRAMEWORK FOR ANNUAL REPORTING

AI-012 | USE OF FORCE

AI-013 | SPEED MEASURING DEVICES

AI-014 | SECURE HOLSTER

AI-015 | EQUIPMENT - BODY ARMOUR

AI-016 | WORKPLACE VIOLENCE PREVENTION

AI-017 | ACOUSTIC HAILING DEVICES

Other Regulations

OR-1 | VIOLENT CRIME LINKAGE ANALYSIS SYSTEM REPORTS (VICLAS)

OR-2 | MAJOR CASE MANAGEMENT MANUAL

Document 2

Table 1 – Policy Number: GA-1 – Board Member Job Description

GA-1 BOARD MEMBER JOB DESCRIPTION	
LEGISLATIVE REFERENCE / AUTHORITY	<i>Ontario Police Services Act, 1990, and Ontario Regulation 3/99 – Adequacy and Effectiveness of Police Services</i>
DATE APPROVED	25 September 2006
DATE REVIEWED	2007, 2010, 2013
DATES AMENDED	24 September 2007 01 November 2010 28 October 2013
DATE TO BE REVIEWED	2016
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 4:00 p.m. and regular meetings of the Board's four committees, there are occasionally community meetings 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. Committee meetings usually occur during the day. While the time commitment required will vary for each Board member depending on individual level of participation, the committees they serve on, and how busy those committees are, a Board member can attend an average of 12 meetings/events per month, for an average time commitment of 40 hours per month. Approximately three hours per month is also 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 encourages them to attend two specific police governance conferences at least once in the first two 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.
- (k) Consider requests to review complaints about policies or services of the Police Service.
- (l) Review complaints referred to the Board by the Office of the Independent Police Review Director 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 employee 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) 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	* Experience in one or more of the following fields: <ul style="list-style-type: none"> - business management - finance / budgetary - legal - governance
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	<ul style="list-style-type: none"> - 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)
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"> <input type="checkbox"/> 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

Table 2 – Policy Number: GA-4 – Policy Name: Board Committees

GA-4 BOARD COMMITTEES	
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , sections 34 & 61(9)
DATE APPROVED	26 June 2006
DATE REVIEWED	2007, 2010, 2013
DATES AMENDED	24 September 2007 01 November 2010, 28 October 2013
DATE TO BE REVIEWED	2016
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. An Ad Hoc Committee shall be of limited duration and shall dissolve automatically upon submitting its final report to the Board. No sub-groups of committees shall be established without approval of the Board.
3. The Board defines the mandate of committees and appoints the committee membership by resolution. The Board may delegate tasks and projects to the committees and each committee shall report back to the Board on its activities on a regular basis.
4. The Board Chair, ex officio, is a member of every committee and is entitled to participate in and vote at committee meetings.
5. Each Committee shall appoint a Chair of the Committee.
6. All committee meeting agendas will be distributed to all Board members. Members who are not Members of a specific Committee may attend meetings of that Committee and may, with the consent of the Chair of that Committee, take part in the discussion, but shall not be counted in the quorum or entitled to make motions or to vote at these meetings.
7. The rules governing the procedure of the Board and the conduct of Members shall be observed in all Committee meetings so far as they are applicable. Committee meetings and a list of public items shall be advertised. Minutes of committee meetings will be included on regular board meeting agendas for information, accompanied by a verbal update from the committee Chair.
8. Expectations and authority shall be clearly defined in order to not conflict with authority delegated to the Chief of Police.
9. 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.¹
- 10.
11. Committees make recommendations to the Board unless specific authority is delegated to a committee to make a decision.

¹ 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."

12. 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.
13. Membership on Board committees and external committees shall be reviewed annually and revised accordingly. External committees to which a board member has been appointed to represent the board include the: Community Police Awards Selection Committee; Thomas G. Flanagan Scholarship Award Selection Committee; Police Scholarship and Charitable Fund Committee; and the Service Initiative Community Advisory Group.
14. 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.
15. 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 Policy (*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. 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 Complaints Policy, Policy Manual and Procedure By-law.
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 63(5) of the *Police Services Act*, immediately notify the Chief in writing and request the materials set out in the Board's Complaints Policy.
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.

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.

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 and Procedure By-law.
3. The Committee shall meet at least three 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.

Audit & Quality Assurance

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

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 and the public unless confidential.

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 resources, labour relations, compensation, diversity, inclusion and gender equality matters.

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 and Procedure By-law.
3. The Committee shall meet at least four times a year. The Committee shall meet 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. Develop Board collective bargaining objectives and a strategy for negotiations with the two police associations, in consultation with the Chief of Police (or designate), labour relations advisor and/or legal counsel².
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. 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 of the Board's Executive Director.
6. Annually review the performance evaluation process for the Chief of Police and Board Executive Director, and recommend changes if necessary.
7. 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

² *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."

executive positions in the Police Service, and report the results of the review to the Board at least once a year.

8. On at least an annual basis, review and provide input into plans that address diversity, inclusion and gender equality in the Police Service, including in recruitment, retention and career development.
9. 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, and to the public unless confidential .

D. POLICY AND GOVERNANCE COMMITTEE

1. AUTHORITY / LEGISLATIVE REFERENCE / AUTHORITY

Police Services Act section 34.

2. PURPOSE

To develop policies 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 and Procedure By-law.
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

1. Take the lead in identifying the need for new policies.
2. Develop and recommend to the Board new policies, procedures and tools that will enhance the performance of the Board and the Police Service.
3. Develop an annual work plan for the Board and submit it to the Board for approval.
4. Provide input throughout all phases 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. Review the Ottawa Police Service Board's Finance and Administration Procedure Manual, in consultation with the Director General, at least once every four (4) years and make recommendations for revisions to the Board as required.
9. 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.
10. Provide input into Board member orientation and ongoing development needs.

11. 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.

12. Review on an annual basis the Chief's risk management program to ensure that all risks facing the organization have been identified and assessed and that a risk management framework capable of addressing those risks has been established.

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, and to the public unless confidential.

GA-8 LEGAL SERVICES	
LEGISLATIVE REFERENCE / AUTHORITY	<i>Police Services Act</i> , sections 37
DATE APPROVED	1996 (as part of FAP Manual)
DATE REVIEWED	2007, 2010, 2013, 2015
DATES AMENDED	24 September 2007 01 November 2010 26 October 2015
DATE TO BE REVIEWED	2018
REPORTING REQUIREMENT	Quarterly reporting to Board

LEGISLATIVE REFERENCE / AUTHORITY

Section 37 of the *Police Services Act* states that a board shall establish its own rules and procedures in performing its duties under the *Act*. This policy provides direction with regard to the provision of legal services required by the Board, 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 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 \$25,000. 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.

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

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 \$250,000.

.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.

SECTION 5 - ADMINISTRATIVE TRIBUNALS

5.1 JURISDICTION

This section applies to hearings before the Ontario Labour Relations Board, Ontario Civilian Police 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 requests for legal indemnification and payment of legal indemnification accounts;

.5 any issues of significance the Board should be advised of.

Table 3 – Policy Number: GA-9 – Policy Name: Complaints

GA-9 COMPLAINTS	
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , sections 31(1)(i), 31(1)(j) and Part V Ontario Regulation 263/09 – Local Complaints
DATE APPROVED	23 February 1998
DATE REVIEWED	2010/2013
DATE AMENDED	01 November 2010
DATE TO BE REVIEWED	2016
REPORTING REQUIREMENT	Quarterly reports to the Board

LEGISLATIVE REFERENCE / AUTHORITY

1. 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*.
2. 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.
3. Part V of the *Act* sets out procedures for the handling of complaints about policies or services of the Police Service, or about the conduct of sworn members of the Police Service including the Chief or a Deputy Chief of Police.
4. Bill 103 received Royal Assent in 2007; the Bill established the Office of the Independent Police Review Director (OIPRD) and amended the *Police Services Act* to create a new public complaints process. More specifically, Bill 103 added a new Part II.1 setting out the duties of the OIPRD, and repealed and replaced Part V of the *Act*.
5. Ontario Regulation 263/09 made under the *Police Services Act*, sets out procedures for handling public complaints as "local complaints" under the complaints system established by Bill 103.

GENERAL

1. If the Board receives a complaint in the prescribed form, the Board shall send it to the OIPRD for screening within three business days.
2. The OIPRD will determine the type of complaint and whether to exercise discretion to deal with the complaint.
3. Complaints filed by the public may be in relation to conduct, policy or service issues. Conduct issues regarding the Chief or Deputy Chief will be referred to the Board by the OIPRD, all others will be referred to the Chief of Police.

DEFINITIONS

For the purposes of this policy, the following definitions apply:

- a) “the Act” means the *Police Services Act, R.S.O. 1990, c. 15*, as amended by S.O. 1997 c. 8 and Bill 103
- b) “Board” means the Ottawa Police Services Board
- c) “OIPRD” means the Office of the Independent Police Review Director
- d) “Commission” means the Ontario Civilian Police Commission
- e) “Complaints Procedure” means the internal procedures adopted by the Ottawa Police Service for the handling of complaints.
- f) “Chief” means the Chief of Police of the Ottawa Police Service.
- g) “Deputy Chief” means a Deputy Chief of Police of the Ottawa Police Service.
- h) “Investigating Chief” means the Chief of Police of another police service assigned by the Commission to investigate a complaint against the Chief or Deputy Chief.
- i) “Local Complaint” means a complaint that qualifies to be handled in accordance with Regulation 263/09 and without the filing of a formal complaint under Part V of the *Act*.
- j) “Misconduct” means an act or omission on the part of an officer, including the Chief or Deputy Chief, that constitutes an offence under the *Act*.
- k) “Offence” refers to a violation of a law of Canada or of a province or territory.
- l) “Officer-in-Charge” means a member of the Ottawa Police Service assigned by the Chief of Police to oversee the handling of complaints.

BOARD POLICY

This policy provides direction to the Board and to the Chief of Police regarding the obligations of both parties under the *Police Services Act* and associated Regulations.

1. GENERAL APPLICATION

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

1. Develop and maintain an Ottawa Police Service Complaints Procedure to ensure that complaints are processed in accordance with the provisions of the *Act*, associated regulations and this policy.
2. 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*.
3. Ensure that the Complaints Procedure refers to and incorporates opportunities to apply informal resolution of complaints where appropriate and in compliance with the *Act*, in recognition of the Board's endorsement of the concept of informal resolution and the importance of the role of all members of the Service in the resolution of complaints.
4. Ensure that information about the complaints process and complaint forms are available on the Ottawa Police Service website and in public areas of every Ottawa Police Service office and police centre, in the format provided by the OIPRD.
5. Ensure that the complainant is made aware of the OIPRD, is provided with information on the Public Complaint process, and is provided with assistance in filling out the OIPRD form.
6. 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.
7. Ensure that the Complaints Procedure is accessible for persons with a disability, persons who may not be literate, and persons who do not speak either official language.

8. Ensure that the Complaints Procedure includes provisions for the involvement of Human Resources staff in respect of complaints of unsatisfactory work performance, in recognition of the relationship between Part V of the *Act* and the Human Resources function.
9. Maintain a working relationship with the OIPRD and ensure that all directions from the OIPRD are complied with.
10. Ensure that all members of the Police Service receive adequate training in the Complaints Procedure and Part V of the *Act*, and the skills necessary to resolve complaints.
11. Ensure that appropriate staffing designations are made under the *Act*.

2. COMPLAINT WITHDRAWALS

1. If a complaint is withdrawn by a complainant and the OIPRD has given notice of the withdrawal to the Chief or Board, depending on the type of complaint, the Chief or Board (as the case may be) may continue to deal with the complaint if they determine within 30 days of receiving the notice of withdrawal that it is appropriate to do so.
2. In making a decision concerning whether to proceed with a complaint that has been withdrawn, the Board or Chief, as the case may be, shall be guided by the public interest.
3. In the case of a public complaint about the conduct of a police officer, a complaint continued under paragraph 2.1 above shall be dealt with as if it had been made by the Chief or by the Board, as the case may be, in accordance with the *Act*.
4. If the Chief or Board continues to deal with a complaint about the conduct of a police officer after it is withdrawn, the Chief or Board, as the case may be, shall within 30 days after receiving the notice of withdrawal, notify the complainant and the police officer who is the subject of the complaint of the withdrawal and the continuance of the complaint unless, in the Chief's or Board's opinion, notifying the police officer might prejudice an investigation into the matter.

3. PUBLICATION OF DECISIONS

The Chief shall ensure that every decision made as a result of a hearing is made available to the public in the manner that he or she considers appropriate in the circumstances, and shall provide a copy of each such decision to the OIPRD.

4. LOCAL COMPLAINTS

Complaints may be treated as “local complaints” if the complainant has not filed a public complaint. In dealing with local complaints the Chief of Police shall:

1. Develop a Local Resolution/Local Complaint Procedure in compliance with Ontario Regulation 263/09.
2. The Local Complaint Procedure shall state that the Officer-In-Charge must refuse to process a complaint as a Local Complaint if:
 - a) the involved officer has committed or been charged with a criminal offence;
 - b) the complaint is against a Chief or Deputy Chief; or
 - c) the Officer-In-Charge believes it is in the public interest for the matter to be dealt with as a public complaint.
3. Ensure that, if the Local Complaint is not a qualifying matter in accordance with section 4.2 above, the complainant is asked to make a public complaint. If the complainant refuses to make a public complaint, the Chief shall direct that an internal complaint be forwarded to the Professional Standards Section for review.
4. Ensure that, if the Local Complaint is a qualifying matter, the Officer-In-Charge must accept it and attempt to resolve it by discussing the matter with the officer involved; facilitating discussion between the complainant and the officer; facilitating an apology by the officer if appropriate; or, contacting the Professional Standards Section if a formal mediation or alternative dispute resolution process is required.
5. Refuse to accept or deal with a Local Complaint if the complainant has already made a Part V complaint about the same matter.

5. POLICY AND SERVICE COMPLAINTS

The OIPRD determines if a complaint is about a policy or service of the Police Service and will refer the complaint to the Chief of Police. The Chief of Police:

1. Shall ensure that within 60 days of the OIPRD referral, the complainant is notified in writing of the disposition of the complaint, with reasons for the decision, and of their right to request the Police Services Board to review the complaint if they are not satisfied with the disposition. The complainant must request a review, in writing, within 30 days of receiving the disposition.

2. May extend the 60-day period by notifying the complainant in writing of the extension before the expiry date of the period being extended.
3. Shall ensure that upon disposition of every complaint about a policy or service, a brief written synopsis, including the disposition of the complaint, is submitted to the Police Services Board as part of the Quarterly Complaints Report.

Requests for Review:

4. As permitted under section 63(7) 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 make recommendations to the Board.
5. Upon receipt of a request for a review, the Board's Executive Director shall immediately notify the Chief in writing, and shall request the materials set out in paragraph 6 below.
6. When a review of a policy or service complaint has been requested, the Chief shall submit a written report to the Board's Complaints Committee that includes the following:
 - a) a copy of the complaint;
 - b) a copy of the relevant forms provided to the complainant;
 - c) a copy of the written disposition provided to the complainant;
 - d) any other documentation or information considered in making any findings in respect of the complaint.
7. Within thirty (30) days of receiving the request for review, the Complaints Committee shall:
 - a) review the report of the Chief; 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.
8. The Complaints Committee may extend the time limit in paragraph 7 above, upon giving notice to the complainant, the Chief and the Board.
9. 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.

10. In deciding whether to hold a public meeting pursuant to 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.
11.
 - a) Notice of a public meeting to be held pursuant to section 63(8) of the *Act* shall be given in English and French language media that, in the opinion of the Board, will provide the public with 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.
12. The Board shall make a decision with respect to the complaint, including a decision to hold a public meeting, and notify the complainant, the Chief and the OIPRD of its decision, in writing, within sixty (60) days of receipt of the request for review.
13. The Board may extend the time described in paragraph 12 above by giving written notice to the Chief and the complainant.
14. Wherever feasible, the Board shall deal with all issues relating to the complaint in a public meeting of the Board.
15. In accordance with section 35(4) of the *Act*, the Board may decide to deal with all or part of a complaint *in camera*.
16. 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.

6. CONDUCT COMPLAINTS - OFFICER

1. This section is applicable to complaints about the conduct of an officer other than the Chief or a Deputy Chief. The Chief of Police shall ensure that:
 - a) The Complaints Procedure regarding the handling of public complaints about the conduct of an officer is compliant with the *Act*.
 - b) The Board is kept informed of any serious complaint by way of confidential written reports.
 - c) All decisions concerning criminal charges will be made in consultation with the Crown Attorney's Office. The Board shall be notified of these decisions as soon as reasonably possible.
 - e) Complainants are 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.
 - f) Complainants are advised of the progress of disciplinary proceedings and their right to participate and are also informed of their right to request anonymity and a closed hearing.
 - g) No further action is taken with respect to a complaint once the Chief is notified of the resignation of an officer who is the subject of a non-criminal complaint. The Chief shall advise the OIPRD of the resignation if the complaint was made by a member of the public.
2. 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.

7. CONDUCT COMPLAINTS - CHIEF OR DEPUTY CHIEF

1. General

This section relates to conduct complaints about the Chief or a Deputy Chief and provides direction to the Board in reviewing conduct complaints generated by the Board itself, and public complaints referred to it by the OIPRD.

2. Internal Board Complaints About the Chief or Deputy Chief

1. In initiating a complaint against the Chief or Deputy Chief, the Board is not a complainant for the purposes of Part V of the *Act*.
2. The Board shall promptly give notice of the substance of the complaint to the Chief or Deputy Chief unless, in the Board's opinion, to do so

might prejudice an investigation into the matter.

3. If the Board is of the opinion that the Chief or Deputy Chief's conduct may constitute an offence, or misconduct or unsatisfactory work performance, the Board shall ask the Ontario Civilian Police Commission to assign the Chief of Police of another police force to cause the complaint to be investigated promptly, and the investigation to be reported on in a written report at the Board's expense.
4. At the conclusion of the investigation, the Investigating Chief may form the opinion that the complaint is unsubstantiated and in such a circumstance, the Investigating Chief shall report that opinion in writing to the Board.
5. If the Board receives a written report from the Investigating Chief with the opinion that the complaint is unsubstantiated, the Board shall take no action in response to the complaint and shall notify the Chief or Deputy Chief who is the subject of the complaint in writing of the decision, together with a copy of the written report.
6. At the conclusion of the investigation, the Investigating Chief may form the opinion, on reasonable grounds, that the conduct of the Chief or Deputy Chief under investigation constitutes misconduct or unsatisfactory work performance. In such a circumstance, the Investigating Chief shall refer the matter to the Board together with a written report.
7. If the Board receives a written report from the Investigating Chief with the opinion that there are reasonable grounds to conclude that the conduct of the Chief or Deputy Chief constitutes misconduct or unsatisfactory work performance, the Board must make a decision regarding the seriousness of the misconduct or unsatisfactory work performance.
8. If the Board is of the opinion that the misconduct or unsatisfactory work performance is serious in nature, the Board shall hold a hearing into the matter or may refer the matter to the Commission to hold the hearing.
9. If the Board is of the opinion that the misconduct or unsatisfactory work performance is not of a serious nature, the Board may resolve the matter informally without holding a hearing, if the Chief or Deputy Chief consents to the proposed resolution.

10. If the Chief or Deputy Chief does not consent to an informal resolution, the Board shall hold a hearing in accordance with the *Act*.
 11. Informal resolutions must be consented to by the Chief or Deputy Chief and the statutory “cooling off” period would not apply, unless it is a public complaint.
 12. If an informal resolution is attempted but not achieved, the following rules will apply:
 - a) The Board shall provide the Chief or Deputy Chief with reasonable information concerning the matter and shall give him, or her, an opportunity to reply, orally or in writing.
 - b) Subject to sub-paragraph (c), the Board may impose on the Chief or Deputy Chief one of the penalties described in the *Act* or any combination thereof, and may take any other action described in the Hearing section of the *Act*. The Board may cause an entry concerning the matter, the penalty imposed or action taken, and the Chief’s or Deputy Chief’s reply to be made in his or her employment record.
 - c) If the Chief or Deputy Chief refuses to accept the penalty imposed or action taken, the Board shall not impose a penalty or take any other action or cause any entry to be made in the employment record, but shall hold a hearing, or refer the matter to the Commission to hold a hearing.
 13. An entry made in the Chief’s or Deputy Chief’s employment record under the *Act* shall be expunged from the record two years after being made if, during that time, no other entries concerning misconduct or unsatisfactory work performance have been made in the record under Part V of the *Act*.
 14. The Commission may at any stage in the complaints process direct the Board to deal with the complaint as it specifies.
3. Public Complaints About the Chief or Deputy Chief
1. All complaints about a Chief or Deputy Chief must be made to the OIPRD. The Board recognizes that it has no authority to initially receive a complaint. The Board shall forward any complaint received to the OIPRD within 3 business days of its receipt.

2. The OIPRD will undertake the preliminary screening of the complaint. The initial screening will consider whether the complaint is made within the statutory six month time frame; whether the complaint is frivolous or vexatious, and whether the complainant was directly affected by the conduct.
3. If a complaint passes the preliminary screening, the OIPRD shall refer all complaints about a Chief or Deputy Chief to the Board for review.
4. When a public complaint is referred to the Board by the OIPRD, the Board shall give notice of the substance of the complaint to the Chief or Deputy Chief, unless in the Board's opinion, to do so might prejudice an investigation into the matter.
5. If at the conclusion of its review the Board decides the conduct is not an offence, misconduct or unsatisfactory work performance, then the Board shall take no action and shall notify the complainant, the Chief or Deputy Chief and the OIPRD in writing of the decision, with reasons.
6. If at the conclusion of its review the Board decides that the conduct is an offence, misconduct or unsatisfactory work performance, then the Board must ask the OIPRD to investigate and provide a written report, at the Board's expense.
7. If at the conclusion of the investigation, the OIPRD is of the opinion that the complaint is unsubstantiated, the OIPRD shall report this conclusion in writing to the Board and the Board shall take no action regarding the complaint. The Board shall notify the complainant and the Chief or Deputy Chief in writing of the decision and provide a copy of the OIPRD report.
8. If at the conclusion of the investigation, the OIPRD is of the opinion, on reasonable grounds, that the conduct constitutes misconduct or unsatisfactory work performance, the substantiated complaint is referred to the Board together with a copy of the OIPRD written report. If the OIPRD is of the opinion that the conduct of the Chief or Deputy is not of a serious nature, the OIPRD can advise the Board when it submits the complaint to the Board.
9. If the Board receives a written report from the OIPRD substantiating the complaint, the Board must assess whether the conduct is of a serious nature.

10. If the Board views the complaint as serious, it shall hold a hearing into the matter or refer it to the Commission for a hearing.
11. If the Board considers the matter not to be of a serious nature, the Board may resolve the matter informally without holding a hearing if the Chief or Deputy Chief and the complainant consent to the proposed resolution.
12. The Chief or Deputy Chief and the complainant who consent to a proposed resolution may revoke the consent by notifying the Board in writing of the revocation no later than 12 business days after the day on which the consent is given.
13. If consent is not revoked by the Chief or Deputy Chief or complainant, the Board shall give notice of the resolution to the OIPRD and shall provide the OIPRD with any other information respecting the resolution that the OIPRD may require.
14. If consent to the informal resolution of a matter is not given or is revoked, the following rules apply:
 - a) The Board shall provide the Chief or Deputy Chief with reasonable information concerning the matter and shall give him, or her, an opportunity to reply, orally or in writing.
 - b) Subject to sub-paragraph (c), the Board may impose on the Chief or Deputy Chief any of the penalties described in the *Act* or any combination thereof, and may take any other action described in the Hearing section of the *Act*. The Board may cause an entry concerning the matter, the penalty imposed or action taken, and the Chief's or Deputy Chief's reply to be made in his or her employment record.
 - c) If the Chief or Deputy Chief refuses to accept the penalty imposed or action taken, the Board shall not impose a penalty or take any other action or cause any entry to be made in the employment record, but shall hold a hearing, or refer the matter to the Commission to hold a hearing.
15. Any entry made in the Chief's or Deputy Chief's employment record shall be expunged from the record two years after being made, if during that time no other entries concerning misconduct or unsatisfactory work performance have been made in the record.

16. As permitted by the *Act*, the Board and Chief or Deputy Chief may enter into an agreement to permit penalties or actions other than those permitted by the *Act* if the Chief or Deputy Chief consents, without a hearing.
17. The OIPRD has the power, at any time after a public complaint has been made and before a hearing is commenced, to:
 - a) Direct the Board to deal with the complaint as the OIRPD specifies;
 - b) Assign the conduct of a hearing to the Commission; or
 - c) Take or require to be taken by the Board any other action with respect to the complaint that he or she considers necessary under the circumstances.
18. A hearing held by the Board shall be in accordance with the provisions of the *Statutory Powers and Procedures Act*.

4. Resignation

1. If at any time after a complaint about the conduct of the Chief or Deputy Chief is made by the Board or a public complainant, and the Chief or Deputy Chief resigns before the complaint is finally disposed of, the Board shall take no further action.
2. If the complaint was made by a member of the public, the Board shall promptly notify the OIPRD of the resignation of the Chief or Deputy Chief.
3. If the complaint was initiated by the Board, the Board shall promptly notify the Commission of the resignation of the Chief or Deputy Chief.

8. MONITORING REQUIREMENTS

1. On an annual basis, the Chief shall provide the Board with a report outlining analysis of complaints to ensure efficiency and effectiveness of the administration of the complaints process.
2. The Chief shall, from time to time, review the public complaints process with a view to determining the adequacy of resources directed to administer complaints.

9. REPORTING REQUIREMENTS

The Chief of Police shall:

1. Submit quarterly written Complaints Reports to the Board at regularly scheduled Board meetings that include cumulative year-to-date information and the following:
 - a) For Policy and Service Complaints
 - i) the total number of complaints referred to the Ottawa Police Service from the OIPRD;
 - ii) a summary of the action taken, if any, for each complaint;
 - iii) 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;
 - iv) the date the complaint is received and the date it is finally disposed of; and
 - v) the number of time extensions made in respect of the complaints.
 - b) For Conduct Complaints (except those against the Chief or Deputy Chief)
 - i) the number of complaints referred to the Ottawa Police Service from the OIPRD;
 - ii) the number of complaints about other police services referred to the Ottawa Police Service from the OIPRD, and an estimate of the cost of such referrals;
 - iii) the number of complaints determined to be unsubstantiated;
 - iv) the number of OIPRD reviews requested and the results of those reviews;
 - v) the number of hearings held and the findings of the hearings;
 - vi) the number of complaints dealt with as Local Complaints, the number that were successfully concluded, and the number that became public complaints;
 - vii) the number of public complaints dealt with informally;
 - viii) the number of public complaints resolved;
 - ix) the number of public complaints that resulted in a penalty being applied without a hearing;
 - x) a summary of the penalties imposed following a hearing;

- xi) the number of outstanding complaints as at the end of the reporting period;
 - xii) the date the complaint is received and the date it is finally disposed of;
 - xiii) the number of time extensions made in respect of the complaints; and
 - xiv) the number of appeals of a hearing decision and the outcomes.
2. Include relevant complaints information in the Police Service annual report.
 3. Include in the Annual Report an analysis of the frequency, nature and substance of the policy and service and conduct complaints, excluding complaints against the Chief or a Deputy Chief, 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.

Table 4 – Policy Number: GA-11 – Policy Name: Board Communications and Community Outreach

GA-11 BOARD COMMUNICATIONS AND COMMUNITY OUTREACH	
LEGISLATIVE REFERENCE / AUTHORITY	N/A
DATE APPROVED	28 April 2008
DATE REVIEWED	2009, 2010, 2013
DATES AMENDED	23 February 2009 01 November 2010
DATE TO BE REVIEWED	2016
REPORTING REQUIREMENT	Address in Annual Report on Board Performance

BOARD POLICY

INTRODUCTION

The Ottawa Police Services Board has a responsibility to represent the public interest on matters of policing and to ensure community concerns are addressed in the policies adopted by the Board for the effective and adequate delivery of police services, and in planning for the future. To achieve this, the Board recognizes the importance of actively reaching out to local groups and residents to hear their concerns, and engaging them in ongoing, dynamic dialogue through a strategy of community engagement.

The Board also recognizes the important role that media can play in educating and engaging key stakeholders and the community on policing matters, fostering understanding about the Board and its work, and generating broad support for the Board's mandate.

The Board is committed to effective, timely and positive communications with all its community partners and has developed this policy to achieve its communications goals.

GOALS

The Ottawa Police Services Board is committed to effective and proactive communication that will:

- a) Engage stakeholders and the broader community through ongoing, dynamic dialogue.
- b) Improve Board members' understanding and knowledge of community concerns by soliciting regular input from stakeholders and the general public.
- c) Stimulate stakeholder discussion about law enforcement and crime prevention issues.
- d) Promote awareness and understanding of the Board, its role and its work.
- e) Demonstrate the Board's commitment to accountability and transparency.
- f) Foster positive relationships with City Council, the media, community stakeholders and the public.
- g) Provide the media, City Councillors and stakeholders with accurate and timely information about key Board initiatives and decisions.
- h) Manage issues effectively and in a manner consistent with the Board's communications goals.
- i) Support the objectives of the Ottawa Police Service as outlined in the Business Plan.

GENERAL PRINCIPLES

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

PART A – MEDIA RELATIONS

1. Unless otherwise specified, the spokesperson for the Board is the Chair of the Board. Should the Chair be unavailable, the Vice-Chair shall be the spokesperson for the Board.
2. In special circumstances, such as labour relations or where a Board subcommittee has been established on a specific issue, the Board may designate the member leading the negotiations, or the Chair of the committee, to act as spokesperson for the Board on the subject in question.
3. On matters of factual information, administration of the Board, or communicating a decision of the Board in response to an inquiry, the Board Executive Director may act as a spokesperson on behalf of the Board.
4. The Board Executive Director is responsible for informing the local media of the date and time of future Board meetings and news conferences held by the Board.

He/she is also responsible for arranging news conferences and for coordinating joint events with the OPS Media Relations Section when both the Board and the Police Service are affected.

5. When required, the Board Executive Director will serve as a liaison between the media and the Board spokesperson when requests are received for interviews or comments.
6. The Board spokesperson shall be careful to speak only on matters within the jurisdiction and mandate of the Board and to avoid speaking about matters that fall under the jurisdiction of the Chief of Police.
7. When operational matters under the jurisdiction of the Chief of Police are likely to spark significant public interest or debate, the Chief will inform, where practicable, Board members before a public statement is made.
8. If warranted by the significance and seriousness of the matter, the Chief of Police and/or Board Chair may consult with the Board before information is released to ensure public release is appropriate and justified, and to receive advice on the format and tone of the communication.
9. Board members may communicate a position of the Board, however, should a Board member publicly disagree with a position of the Board, or should a Board member comment upon a matter not yet before the Board, she/he will clearly identify that they are speaking as an individual and not on behalf of the Board. Nor shall a Board member state the Board has taken a position on a matter until the matter has been voted upon.
10. Media releases shall be approved prior to release by the Chair, or in his/her absence, the Vice-Chair. Board members shall receive a copy of the release as soon as possible once it has been approved.
11. News conferences shall be called only at the discretion of the Chair, or in his/her absence, the Vice-Chair. Board members shall be advised of the event prior to its taking place.
12. Board members will respect the confidentiality appropriate to issues of a sensitive nature and those items disclosed or discussed in closed meetings.
13. Board members and staff will comply with all relevant legislation including the *Municipal Freedom of Information and Protection of Privacy Act*.
14. Communications from the Board will be in both official languages using the City of Ottawa's French Language Services Procedure Manual as a guide. When

required, the Chair may designate a French-speaking member of the Board to respond to media inquiries.

PART B – COMMUNITY RELATIONS

1. The Board will be proactive in communicating regularly with City Councillors, the media and community stakeholders about its work and significant initiatives such as the annual budget, by regularly issuing updates on its activities and decisions.
2. The Board will be proactive in engaging, educating and hearing from the public by holding “public interest” meetings on topics of broad community concern or interest from time to time.
3. The Board will periodically invite primary external partners concerned with crime prevention and/or public safety to meet informally with the Board to discuss their concerns and priorities.
4. To inform itself and the public about the work and challenges of the Ottawa Police Service, the Board will periodically schedule, in consultation with the Chief, brief presentations to be heard at regular Board meetings from members of the Police Service in various units.
5. Communications from the Board will be in both official languages using the City’s Ottawa’s French Language Services Procedure Manual as a guide.

PRIMARY EXTERNAL STAKEHOLDERS

- City of Ottawa Council and Senior Officials
- The local Media (mainstream and community-based)
- Crime Prevention Ottawa and other crime prevention, community safety and affinity groups
- School Boards
- The Business Community
- Volunteer Sector
- Ottawa Neighbourhood Watch Executive Committee
- COMPAC – Community Police Action Committee
- Liaison Committee for GLBT Communities
- Ottawa Police Youth Advisory Committee

- National Capital Area Crime Stoppers
- Provincial and Federal governments
- Citizens and residents of Ottawa.

Table 57 – Policy Number: BC-2 – Policy Name: Monitoring Requirements

BC-2 MONITORING REQUIREMENTS	
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act</i> , section 31(1)(e). <i>Adequacy and Effectiveness of Police Services Regulation, 3/99, section 35.</i>
DATE APPROVED	June 1999
DATE REVIEWED	2007, 2008, 2010, 2013
DATES AMENDED	24 September 2007 27 October 2008 01 November 2010
DATE TO BE REVIEWED	2016
REPORTING REQUIREMENTS	As stated in this policy

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 activities of the Police Service for which it has monitoring responsibilities in accordance with the *Police Services Act*, Ministry Adequacy Standards or Board policies.

Accordingly:

1. Monitoring will be conducted to determine the degree to which Board policies, Ministry Standards and *Police Services Act* requirements are being fulfilled. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to focus on strategic and policy priorities rather than reviewing the past.
2. Upon the choice of the Board, 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 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.
3. For policies monitored through internal reporting, an annual Calendar of Monitoring Requirements that identifies the months in which regular monitoring reports are due to be submitted to the Board will be developed in consultation with the Chief and submitted to the Board by its Executive Director at the first Board meeting each year.

CHIEF'S REQUIREMENTS

The Chief shall ensure that:

1. Reports identified in the Board's annual Calendar of Monitoring Requirements as being the responsibility of the Chief or another member of the Police Service 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.

This includes **quarterly reports** on:

- a) The appointment of new members of the Police Service.³
- b) Senior Officer Assignments.⁴
- c) Labour Relations Unit (confidential).⁵
- d) Appointments made under the *Interprovincial Policing Act*.⁶

Quarterly and annual reports on:

- e) The administration of the complaints system⁷
- f) The finances of the organization, including information on:
 - i. All contracts awarded by the Chief that exceed \$25,000.⁸
 - ii. completion and closure of capital projects.
 - iii. Donations, loans and sponsorships accepted by the Police Service.⁹

Semi-annual report on:

- g) The Business Plan.¹⁰

Annual reports on:

- h) Compliance with policies contained in the Board's Policy Manual, including the Ministry Standards.¹¹
- i) Secondary activities of all sworn officers.¹²

³ Section 31(1)(a) of the *Police Services Act*.

⁴ Required by Board Policy CR-5.

⁵ As per Board request in 2007.

⁶ Required under *Interprovincial Policing Act*.

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

⁸ Section 3.2.4.5 of the Board's Financial Accountability Procedures Manual

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

¹⁰ Direction approved by the Board on 24 April 2006.

¹¹ Adequacy Standards Regulation section 35; Board Policy CR-9, sections 11 and 13; Ministry Standards & Board Policies LE-006, sec. (a)(i); LE-020, sec. (a); CT-001, 002, 003 & 004.

¹² Section 31(1)(g) of the *Police Services Act*.

- j) The activities of the Ottawa Police Service over the previous fiscal year,¹³ 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.
- k) Succession Planning.¹⁴
- l) Use of Force.¹⁵
- m) Human Rights and Racial Profiling.¹⁶
- n) Public Rewards.¹⁷
- o) Accessibility.¹⁸
- p) Workplace Accidents and Injuries.¹⁹
- q) Promotions Process.²⁰
- r) Positive Workplace.²¹
- s) Risk management program to ensure that all risks facing the organization have been identified and assessed and that a risk management framework capable of addressing those risks has been established. *[P&G Committee recommendation – 13 Feb 2017]*
- t) Regulated Interactions (beginning in 2018).²²

Every three years, information that will be included in the Board's Business Plan²³. This will include information on quantitative and qualitative performance objectives and indicators relating to:

¹³ Adequacy Standards Regulation, Paragraph 31 – Reference Ministry Standard AI-011

¹⁴ Required by Board Policy CR-3.

¹⁵ Required by Ministry Standard and Board Policy AI-012.

¹⁶ Required by Board Policy CR-16.

¹⁷ Required by Board Policy CR-10.

¹⁸ Required by Board Policy CR-14.

¹⁹ Required by Occupational Health & Safety Act & Board Policy CR-15.

²⁰ Required by Board Policy CR-7 & CR-11.

²¹ Required by Board Policy CR-1.

²² Required by Board Policy CR-18.

- 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 estimated cost projections for implementing the business plan for each year that the plan covers, and references to separate plans on information technology and police facilities.

As required, any secondary activities that the Chief is personally contemplating so the Board can determine if it is acceptable.²²

²³ Required under Paragraph 30 of the Adequacy Standards Regulation – Reference Ministry Standard AI-001

²² Section 49(3) of the *Police Services Act*.