



**ONTARIO ASSOCIATION OF
POLICE SERVICES BOARDS**

RESOURCE HANDBOOK

For Police Services Board Secretaries

May 2014

ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS

RESOURCE HANDBOOK FOR SECRETARIES TO POLICE SERVICES BOARDS

Under the Police Services Act

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INTRODUCTION

INTRODUCTION TO SECRETARIES OF POLICE SERVICES BOARDS

This resource handbook has been specifically developed to provide ongoing assistance and guidance to staff that directly support Police Services Boards. We hope it will provide you with a better understanding of your duties and responsibilities so that you can carry them out with the highest degree of professionalism and effectiveness.

There is a special partnership between the providers of police services and the communities they serve. As a support to a Police Services Board, you have an obligation to assist that partnership by building and maintaining positive and constructive relationships with the Board you serve, its police service and the many community stakeholders.

Each Police Services Board is responsible for the provision of “adequate and effective” policing in its community. When looking at your role as Secretary, it is important to remember that you must act with integrity and be professional, innovative, effective and accountable. As such, you must develop and maintain a clear understanding of your Board’s responsibilities as well as your own responsibilities and how you, as a support to the Board, should be contributing to the Board. This understanding will be developed through orientation, networking, experience and ongoing training, available through the Ontario Association of Police Services Boards (the “OAPSB”), the Ministry of Community Safety and Correctional Services and others.

Orientation of New Board Members

As a staff member who directly supports the Police Services Board, you will bring your own education, experience, attitudes, and beliefs to your role.

The following are some suggestions that might assist you in learning your role:

- This OAPSB Resource Handbook provides a useful overview of information you can review on your own.
- Attend any orientation session(s) provided by the Board or the Chief of Police or discuss with the Chair of your Police Services Board the need for further information sessions with the Chief of Police or other training opportunities you wish to pursue to assist you in your role.
- Your orientation should focus on:
 - a clear review of your duties and the Board’s expectations;
 - the duties of the Board versus the duties of the Chief;
 - a review of the history of the police service;
 - an overview of the goals and operating structure of the police service; and
 - a general review of the *Police Services Act* (the “Act”). You should obtain your own copy of the *Ontario Police Services Act*, which is available on-line at www.e-laws.gov.on.ca. An annotated version published by Earls Court Legal Press is also a valuable resource. This publication contains valuable commentary, other relevant legislation, and regulations. Copies may be obtained by phone at 1-(888) 263-4500.

➤ Obtain appropriate reading/reference material including, but not limited to:

- Board policies and by-laws;
- Police Service Organizational chart;
- budget and financial reports;
- expense forms and policies;
- list of Board members with addresses and telephone numbers;
- previous minutes of meetings;
- procedural by-laws;
- a copy of the current Business Plan for the police service;
- a calendar of meeting dates

Attend regular Zone meetings of the OAPSB as these provide a wonderful opportunity to learn and to network with neighbouring staff.

Ongoing updates affecting policing in Ontario are also provided by the OAPSB through e-mail blasts. Another very valuable resource is the OAPSB's web site. Members have access to a wide range of resources available through the web. Along with training sessions, the OAPSB holds an annual meeting and seminars that provide valuable learning and networking opportunities mainly designed for police services board members but they will also be valuable for you!

The Ministry's Policing Services Zone Advisors may also provide additional valuable resources.

If you need guidance or direction on a specific matter that may not be covered in this publication, you are urged to call upon the OAPSB for advice or assistance. The OAPSB address and toll free telephone number are listed below. You should also establish a network of Board staff within your area or your Zone. Other guidance may be available from the municipal Clerk or Board/Municipal Solicitor.

Ontario Association of Police Services Boards
10 Peel Centre Drive, Brampton, Ontario
L6T 4B9
1-800-831-7727
Tel. (905) 458-1488
Fax (905) 458-2260

admin@oapsb.ca
www.oapsb.ca

CHAPTER 1 - SECRETARIES TO POLICE SERVICES BOARDS

The Role of the Board Secretary

The assistance a secretary can provide to a Police Services Board should not be underestimated.

At Board meetings secretaries are often quiet unless asked for specific assistance/information. This is common practice but the Board should be aware of the knowledge and history a well-informed secretary can bring to all meetings. As the Board Secretary you are not only a note taker, you can also play the role of a helpful resource person and liaison between the Board and its various stakeholders.

A Police Services Board secretary has four broad functions:

1. Coordinator
2. Resource person
3. Organizer
4. Communicator

1. Coordinator

This responsibility is as liaison with the Board, the senior police service executives, and any person who may want to raise a matter with the Board. This means that the secretary must ensure all parties are kept fully informed of any developments that they may have to act on.

For example: If a letter voicing concern is addressed to the Board and is received by the secretary, it should be forwarded to the Chair, or discussed with the Chair **as soon as possible**. This will allow the Chair to give direction to the secretary should further action be deemed necessary prior to the next meeting of the Board. All such information should then be placed before the Board for its information or action.

The secretary should monitor the status of requests the Board has made for reports. The secretary should inform and follow up with the Board and the Chief/Detachment Commander to ensure those matters requiring action are brought forward. Action tables that keep track of decisions and actions of the Board may prove a helpful way to stay on top of all of the Board's activities. Such a list will not only help you but also help the Board keep track of where its initiatives are at on a regular basis.

2. Resource Person

Board members come and go, therefore in many instances, the secretary is the most experienced person attending meetings of the Board. A secretary accumulates a great deal of experience and knowledge from the simple passage of time and involvement with the proceedings of the Board. The secretary is often the single greatest source of continuity and consistency over time. The secretary organizes the meetings, assembles the agenda, takes the minutes and drafts correspondence for the signature of the Chair, reflecting the Board's decisions. The secretary therefore, is an excellent resource to draw upon at any time, particularly during Board meetings.

The secretary can refer you to another individual if you require information on Board-related matters or documents.

The secretary should maintain an up-to-date list of members and copies of the *Act*, by-laws, approved policies and bring what is appropriate to the meetings. The secretary requires foresight to anticipate the needs and concerns of the Board in the context of the particular agenda.

3. Organizer

Organizing agenda items, which may come from a variety of sources - the Chair, Chief of Police, legal counsel, the Ministry, the OAPSB, CAPG, other civic departments, members of the community and other Board members - is a considerable task. The secretary can assure the required attention is devoted to the agenda and obtain approval from the Chair prior to publication and circulation.

The secretary may have to schedule deputations and be able to produce transcripts when needed.

4. Communicator

The Board Secretary has a very important task in recording the minutes of meetings. Some are of the view the minutes should only reflect the decisions the Board has made, and not the verbatim discussion in minutes of Board meetings. This is a practice followed by most Municipal Clerks. It flows from the Municipal Act which states it is the Clerk's duty "*to record, without note or comment, all resolutions, decision and other proceedings of the council*". If it is your Board's practice to record some of the discussion in the minutes, ensure only relevant statements and questions are recorded.

Numerous courses of action and decisions are made at every Board meeting. The secretary should be responsible for ensuring that all matters requiring action are followed up on by the individual responsible, as well as communicate decisions of the Board as the Board itself may direct.

The Changing Role of the Board Secretary

Police Services Boards in larger municipalities have responded to their increasing workload by employing either more staff members, or staff members with increased administrative, research and policy-making abilities. The position of "Executive Director" is becoming more commonplace, as Board responsibilities continue to multiply and issues before the Board become more complex.

Each Police Services Board must determine their staff support needs, taking into consideration the following:

- ✓ time available by individual members of the Board
- ✓ skills/time available through current Board staff members
- ✓ skills and abilities of individual Board members
- ✓ community concerns/demands on the Board
- ✓ financial limitations

In many instances, the role of secretary to the Police Services Board is filled, on a part-time basis, by an employee of the municipal corporation or the police service in concert with other job functions. Boards should decide what type of arrangement best suits their needs, and doesn't place the Board secretary in a conflict situation. Boards must be assured that its' interests are paramount in the eyes of the individual who serves as secretary, not secondary to that of the municipal council or the police service.

Liaison with the OAPSB

The OAPSB is funded by Police Services Boards because they believe by acting collectively, services and activities can be provided to benefit all governing authorities in the Province, on a cost-effective basis. In order to maximize the benefits of membership in the Association and be in a position to respond promptly and effectively to your requests for assistance, it is vital that a strong communication link be developed between the OAPSB and the secretary to each Police Services Board in Ontario. To assist in this endeavour, we have detailed below the ways in which each Board secretary could assist the OAPSB on an ongoing basis. We encourage each Police Services Board to consider including in the Board Secretary's job description the tasks noted below. Should you do so, your Board will be the ultimate benefactor of accurate and up-to-date information to support you in your role.

The following items should be forwarded to the OAPSB - It is important to note that the information we provide to our members is only as good as that which Boards send to us. The input and co-operation of all member Boards is crucial to our mutual success.

1. Memoranda of Settlement/Collective Agreements (Section 31 Boards)

The OAPSB is one source of information to assist Boards during the bargaining process. To continue to be a source of information, it is vital that the OAPSB be provided with up-to-date information on police settlements and copies of collective agreements. The OAPSB posts these on their "Members Only" section of their website for viewing or downloading by other Boards. The OAPSB encourages Boards to email, if possible, copies of memoranda of settlement and collective agreements as soon as they are in place and enacted.

2. Notification of New Appointments to Your Board

The OAPSB has information on its web site that contains valuable information concerning Board member roles and responsibilities, in addition to providing information on the support that can be provided through the OAPSB. Prompt notification of any changes to the membership on your Board will also allow the OAPSB to maintain an accurate list of all Boards and their members in Ontario. On an annual basis the OAPSB tries to update its membership database. Completing the OAPSB membership forms is very important.

3. Newly Adopted Board Policies/By-Laws

The OAPSB is often called upon to provide guidance to members with respect to policy formulation and is constantly developing its library of information on policies on its web site. Contributions by the membership will provide a valuable resource to other Boards in the Province. Please send us your Board's policies and by-laws.

The OAPSB provides valuable information to Police Services Boards in a variety of ways:

1. Distribution of OAPSB E-Mail Blasts

It is important to keep in mind that the secretary to the Board is the communication link between the OAPSB and Board members. Copies of OAPSB E-mail Blasts and other important items for the attention of your Board are forwarded to the secretary on a regular basis. It is important that this information be provided to all Board members immediately upon receipt. If individual Board members wish to receive the email blasts directly, please provide their contact information to the OAPSB.

2. Conferences and Workshops

Annually, the OAPSB hosts an annual General Meeting and Conference. In addition, a fall seminar is held focusing on labour relations and/or orientation for new members. Information on these events are emailed to Board Secretaries. To ensure that appropriate arrangements are made for the members of your Board, it is vital that the OAPSB office be informed as soon as possible if any members of your Board plan to attend at any OAPSB function.

3. Resolutions

One of the OAPSB's primary roles is in the area of government relations and advocacy on behalf of its members. The OAPSB maintains ongoing liaisons with Government Ministries to ensure the viewpoints of Police Services Boards are known and considered. This advocacy has resulted in the 'OAPSB' being recognized by the Province as a key stakeholder in policing matters. If a Board has a matter they feel should be addressed by the government, the OAPSB encourages Boards to forward copies of the resolution to its attention. Resolutions will be reviewed by the Board of Directors and submitted to the membership of the OAPSB for consideration at the Annual General Meeting. Collective action will benefit all Police Services Boards in Ontario.

4. On-line Training Modules

The OAPSB also developed training modules which are accessible on their web-site. There are four sessions – Introduction to the Police Services Act; The Major Stakeholders; Introduction to Leader Roles and Responsibilities, and The Role of a PSB Member. The sessions have been tailored to Section 10 or 31 Boards, and upon successful completion, a certificate is issued.

The sessions can be completed individually or done as a group at a Board meeting.

If each Police Services Board, through its secretary, committed to the above, the result would be an even stronger and more informed Association. Your requests for information would be responded to quickly; up-to-date information would be provided; members of Boards and their secretaries would be better informed concerning matters related to policing services. The OAPSB also welcomes suggestions for improvement and will be considered by the Board of Directors.

Remember, through daily contact with members of Police Services Boards, the OAPSB is able to provide assistance, or put you in contact with a colleague or other individual, who, through previous similar experience, can provide a knowledgeable opinion on a particular municipal policing matter. The OAPSB's sole purpose is to assist Boards in discharging their duties with the highest degree of professionalism. If your Board is attempting to come to terms with a new issue call the OAPSB - we're here to help.

Notes

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CHAPTER 2 - LEGISLATED AUTHORITY

The *Police Services Act* of Ontario, hereafter referred to as “The Act”, is the legislative framework that governs law enforcement and public safety in Ontario. It spells out the responsibilities of the Minister, municipalities, Police Services Board Members, Chiefs of Police, Detachment Commanders, and Officers with respect to their respective roles and functions in police organizations. It also outlines a variety of processes such as public complaints and disciplinary proceedings. There is no question that you should become familiar with the *Act* and its guidelines and understand the role of a Police Services Board.

It is important that you understand the essential responsibilities of Police Services Boards. In this chapter the responsibilities of both Section 10 and Section 31 Boards are provided separately so you may be familiar with the roles of both. Of particular interest to **all** Board members, should be the Code of Conduct for Board Members, which is provided at the end of this chapter.

Section 10 – Police Services Act - Boards that **govern a contract with the OPP** for the delivery of municipal policing services:

- 10(1) The Solicitor General may enter into an agreement with the council of a municipality or jointly with the councils of two or more municipalities for the provision of police services for the municipality or municipalities by the Ontario Provincial Police.
-
- 10(9) If one or more municipalities enters into an agreement under this section, the board or joint board shall advise the Ontario Provincial Police Detachment Commander assigned to the municipality or municipalities, or his or her designate, with respect to police services in the municipality or municipalities and shall:
- a) Participate in the selection of the detachment commander of the detachment assigned to the municipality or municipalities;
 - b) Generally determine objectives and priorities for police services, after consultation with the detachment commander or his or her designate;
 - c) Establish, after consultation with the detachment commander or his or her designate, any local policies with respect to police services (but the board or joint board shall not establish provincial policies of the Ontario Provincial Police with respect to police services);
 - d) Monitor the performance of the detachment commander;
 - e) Receive regular reports from the detachment commander or his or her designate on disclosures and decisions made under section 49 (secondary activities);
 - f) Review the detachment commander’s administration of the complaints system under Part V and receive regular reports from the detachment commander or his or her designate on his or her administration of the complaints system.

Section 31 – Police Services Act - Boards that govern a **municipal police service**:

- 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);
 - (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.

ONTARIO REGULATION 421/97
Members of Police Services Boards — Code of Conduct

1. Board members shall attend and actively participate in all board meetings. O. Reg. 421/97, s. 1.
2. Board members shall not interfere with the police force's operational decisions and responsibilities or with the day-to-day operation of the police force, including the recruitment and promotion of police officers. O. Reg. 421/97, s. 2.
3. Board members shall undergo any training that may be provided or required for them by the Solicitor General. O. Reg. 421/97, s. 3.
4. Board members shall keep confidential any information disclosed or discussed at a meeting of the board, or part of a meeting of the board, that was closed to the public. O. Reg. 421/97, s. 4.
5. No board member shall purport to speak on behalf of the board unless he or she is authorized by the board to do so. O. Reg. 421/97, s. 5.
6. A board member who expresses disagreement with a decision of the board shall make it clear that he or she is expressing a personal opinion. O. Reg. 421/97, s. 6.
7. Board members shall discharge their duties loyally, faithfully, impartially and according to the Act, any other Act and any regulation, rule or by-law, as provided in their oath or affirmation of office. O. Reg. 421/97, s. 7.
8. Board members shall uphold the letter and spirit of the Code of Conduct set out in this Regulation and shall discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the board. O. Reg. 421/97, s. 8.
9. Board members shall discharge their duties in a manner that respects the dignity of individuals and in accordance with the *Human Rights Code* and the *Charter of Rights and Freedoms* (Canada). O. Reg. 421/97, s. 9.
10. Board members shall not use their office to advance their interests or the interests of any person or organization with whom or with which they are associated. O. Reg. 421/97, s. 10.
11. (1) Board members shall not use their office to obtain employment with the board or the police force for themselves or their family member. O. Reg. 298/05, s. 1.

(2) For the purpose of subsection (1),

"family member" means the parent, spouse or child of the person, as those terms are defined in section 1 of the *Municipal Conflict of Interest Act*. O. Reg. 421/97, s. 11 (2).
12. A board member who applies for employment with the police force, including employment on contract or on fee for service, shall immediately resign from the board. O. Reg. 421/97, s. 12.
13. Board members shall refrain from engaging in conduct that would discredit or compromise the integrity of the board or the police force. O. Reg. 421/97, s. 13.

14. (1) A board member whose conduct or performance is being investigated or inquired into by the Commission under section 25 of the Act or is the subject of a hearing before the Commission under that section shall decline to exercise his or her duties as a member of the board for the duration of the investigation or inquiry and hearing. O. Reg. 277/00, s. 1.
- (2) If the application of subsection (1) results in a board not having enough members able to exercise their duties in order to constitute a quorum during an investigation, inquiry or hearing under section 25 of the Act, the chair of the Commission may appoint that number of persons necessary to constitute a quorum, who shall act in the place of the members who are unable to exercise their duties. O. Reg. 277/00, s. 1.
- (3) The chair of the Commission,
- (a) shall specify in an appointment made under subsection (2) that the appointee may only exercise such duties as are necessary for the effective operation of the board during the investigation, inquiry or hearing and, for such purpose, may specify the duties the appointee may or may not exercise; and
- (b) shall cancel an appointment made under subsection (2) as soon as a member of the board who declined to exercise his or her duties under subsection (1) resumes exercising his or her duties or is replaced under subsection 25 (8) of the Act. O. Reg. 277/00, s. 1.
15. If the board determines that a board member has breached the Code of Conduct set out in this Regulation, the board shall record that determination in its minutes and may,
- (a) require the member to appear before the board and be reprimanded;
- (b) request that the Ministry of the Solicitor General conduct an investigation into the member's conduct; or
- (c) request that the Commission conduct an investigation into the member's conduct under section 25 of the Act. O. Reg. 421/97, s. 15.

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CHAPTER 3 - POLICE SERVICES BOARDS MEETINGS

Rules of Procedure

It is extremely important that the Board keep in mind the fact that Board meetings are required by the *Act* to be open to the public. [Sec. 35 (3)]. The *Act* also requires that meeting dates and location be published in advance. While meetings may not be well attended by the public or press, the opportunity **must be available**. Section 37 requires that “A board shall establish its own rules and procedures in performing its duties under this *Act*...”. This section is the Board’s authority to adopt a procedural by-law to govern meetings.

In-Camera (or closed) Sessions

Section 35 (4) of the *Act* sets out specific reasons for which the public can be excluded from the Board meeting. This is called the “In-Camera” or closed portion of the meeting and the public may be excluded if it is the opinion that,

- (a) matters involving public security may be disclosed and, having regard to the circumstances, the desirability of avoiding their disclosure in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public; or
- (b) intimate financial or personal matters or other matters may be disclosed of such a nature, having regard to the circumstances, the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.

Care must be taken to protect the principle of openness required in Sec. 35 (3). Boards must resist the temptation to go in-camera for items that do not meet the criteria and yet may be difficult for the Board to discuss openly; or to discuss items that are not on the in-camera agenda once there. It is important to the integrity of the Board that the in-camera session not be abused. Council and the community will be quick to criticize if there is a perception too much is being done behind closed doors. (Also see In-Camera under the heading “Minutes”).

The most important aspect of the in-camera session is **confidentiality**. Board members and Board staff must keep any and all discussions that take place or information that is presented in-camera - completely confidential. Careers have been ended, reputations destroyed and Board members removed in disgrace over the violation of in-camera confidentiality. There is also specific reference to a Board member’s obligation to confidentiality in the “Code of Conduct for Board Members”. (**See Chapter 2 “Legislated Responsibilities”**)

Ground Rules for a Successful Meeting

According to the *Act*, a Police Services Board must hold a minimum of 4 meetings per year. For those unfamiliar with recognized rules of procedure in a Board setting, the following items are provided to be of general assistance. Formal business cannot be transacted at a meeting unless three conditions are satisfied:

1. The presence of a presiding officer (Chair)
2. A meeting recorder is available
3. A quorum of members is present.

The Chairman

The *Act* [Sec. 28 (l)] requires that the Chairman be elected at the **first meeting of each year**. Although not required, the *Act* allows and it is recommended that a Vice Chairman be elected to act in the absence of the Chair. If the Chair is not present at the appointed hour, a previously designated alternative may take the Chair. In the absence of both, the secretary invites proposals from the Board for a temporary Chair. Should the Chair arrive during the course of the meeting, the temporary Chair should relinquish the position. Who is chairing the meeting should be recorded and any changes.

The Meeting Secretary/Recorder

In the absence of the secretary the Chair may invite one of the members to assume the function, or a motion is moved from the floor proposing that one of the member's present act in this capacity for the duration of the meeting.

Quorum

Section 35(2) of the *Police Services Act* provides that a quorum required for a meeting is the majority of members of the Board. If there is no quorum within a reasonable time or if quorum is lost during the meeting, three courses of action can be followed:

- (1) The presiding officer may dismiss the group, after ascertaining a time for a future meeting;
- (2) The group may agree to proceed with the agenda in an informal manner, on the understanding that any decisions taken will have to be placed before a future meeting for ratification; or
- (3) The group may discuss any items in an informal manner but make no decisions.

Your procedural by-law should address how long the Board will wait for a quorum before it abandons the meeting.

Quorum is based on the number of members your Board is required to have, i.e. 3, 5 or 7, regardless of vacancies. For example, if your Board is to consist of 5 however there are 2 vacancies, quorum required to conduct business is still 3.

Procedures for Moving Motions

The Procedural By-law will set out a process for moving motions. A motion is a proposal for action or an expression of an opinion which is presented to the group for a decision. It is a formal statement and not simply a suggestion. Upon recognition from the Chair, the person moving a motion says:

“I move that...”

or

“I move a motion that...”

A best practice is to have a motion seconded. The purpose of this procedure is to indicate there is sufficient interest in the proposal for the matter to be considered and discussed by the whole Board. A person wishing to second a motion does not have to wait for recognition but addresses the Chair, using the words:

“I second the motion”

If the motion is not seconded, the motion dies, and no discussion can take place. By requiring a seconder for a motion, frivolous motions moved by one member are not properly before the Board. If a seconder is required to put the motion on the floor for consideration, the seconded doesn't have to support it.

Regardless of whether seconder is required or not, your procedural by-law should address the matter.

The Agenda

The purpose of an agenda is to indicate the items and order of business to be discussed during the meeting. An agenda should:

- be determined or approved by the Chair;
- identify the Board's name;
- indicate the date, place, time and type of the meeting;
- be sent to members in advance so that they may prepare themselves; and
- be supplemented by any necessary documentation.

The following headings which may be useful in preparing the agenda:

- Opening of the meeting (e.g., call to order, Chair's remarks, introductions)
- Disclosure of any Pecuniary or Conflicts of Interest
- Approval of the agenda
- Approval of the minutes of the previous meeting
- Presentations, Deputations
- Information Items (i.e. Consent Agenda)
- Discussion Items
- New Business
- Date of the next meeting
- Closing of the meeting (Adjournment)

Minutes

The minutes of a meeting provide a record of what occurred and what action plans were made. Minutes are essential to the smooth function of a Board, are an important means of communicating the board's decisions and are a historical and legal record. The minutes should include the following elements:

- ✓ The type of meeting (i.e. public or confidential)
- ✓ Name of the organization
- ✓ Date, time, and place of the meeting
- ✓ Presence of the Chair and secretary, as well as the list of present and absent members
- ✓ Any pecuniary interest or conflicts of interest declared
- ✓ A full list of the items that were discussed and the actions to be taken
- ✓ Any proposals or resolutions, which include the names of the proposer and seconder
- ✓ The results of any votes on proposals and resolutions (i.e. carried, lost)
- ✓ Date of the next meeting
- ✓ Time of adjournment
- ✓ Signature of the Chair and recording secretary

The headings of the minutes should be listed in order of discussion. They should be recorded clearly either in point form or in text. It is not necessary to add names to the text of the minutes; the main purpose is to sum up the essential facts with regard to directions or actions to be taken. Decisions taken during the meeting must be written down in accordance with the rules of procedure adopted in advance. Some minutes don't include any of the discussion. If the direction of your Board is to include the discussion, be consistent on the format and only record relevant questions and/or statements.

When listing those present and absent at the meeting, you should specify who arrived late or left early, anyone who sent regrets (rather than simply not showing up), and any guests or observers who might have attended.

In-Camera or Closed Session Minutes

Best practice and the concept of "due diligence" indicates that while it is not necessary to keep detailed minutes of the in-camera session, decisions of the Board must be recorded. These minutes are of course, confidential and should be kept as such, separate from regular minutes in secure storage. The argument against keeping minutes revolves around the possibility of in-camera minutes being subpoenaed by a court during litigation or a request being made under the *Municipal Freedom of Information and Protection of Privacy* (FOI) Act. It is the recommendation of the OAPSB that in-camera decisions should be recorded and kept as minutes in a secure location. The public record may include a notation such as "The Board dealt with a personnel matter" or "The Board dealt with a legal matter."

Procedural By-laws

The Police Services Board meeting is one of the several vehicles that provide oversight and accountability for the Police Service. Policies are made, objectives are set, and decisions that impact the community are made at meetings.

It is therefore incumbent upon the Board to treat its meetings in a serious and organized manner. There must be a clear set of rules for conducting the business of the day, so that your responsibilities can be carried out in an effective and professional manner. Procedural by-laws will not only help to maintain a sense of order, but will serve as a good orientation tool for new members.

The complexity of procedural by-laws may vary across jurisdictions but should include the following:

- Definitions – defines terms which may be used in the by-laws
- Meetings of the Board
 - identifies where the meetings will be held,
 - provisions for open and closed meetings,
 - outlines how special meetings can be called,
 - sets out notice for such meetings
 - quorum,
 - voting rights and procedures,
 - order and nature of business to be conducted (agenda)
 - deputations/delegations,
 - rules of procedure, debate, motions, etc.
- Election Process for Chairman and Vice-Chairman
- Duties of Chairman
- Sub and/or Standing Committees – official standing committees of the Board and delegated authority
- Waiving Provisions of Procedural By-law

Be aware that certain issues such as quorum and conflict of interest for Board members are prescribed in the various pieces of legislation. Care should be taken not to repeat specific language word for word from an *Act* in the Procedural By-law. This will avoid you having to update your by-law when there is a change in provincial legislation.

Board Policy

Board policies may also be required for the Board to carry out its functions. Policies are developed by the Board in consultation with the Chief of Police or Detachment Commander. Many subjects requiring policy development are found in the Adequacy Standards Regulation.

The following could be used as a format to guide local policy development in consultation with the Chief of Police/Detachment Commander.

- Definition of issue/rationale or need for policy
- Preamble or broad policy statement
- Purpose and goals
- Statutory authority (if any)
- Proposed program including its application and scope and resource implications
- Responsibilities of the Chief of Police/Detachment Commander and others (Board, employees, solicitor, etc.) depending on policy and existing administrative capacity
- Reporting to the Board
- Mechanism for review and timeline for review (annually, bi-annually, etc.)

[illegible]

CHAPTER 4 - THE QUASI-JUDICIAL ROLE

A Police Services Board may be called upon to make decisions based on facts (reliable and relevant information) that are arrived at through a semi-formal or formal process. This is referred to as acting in a quasi-judicial fashion.

This chapter is intended only as an **introduction** of the powers and responsibilities of the Board in circumstances where a hearing may be required. It is strongly recommended that all members of the Board review and be familiar with Part V of the *Act*, dealing with complaints. Members should be particularly familiar with the processing of a complaint.

There are two forums in which the Board might exercise its quasi-judicial role. The first is a procedural vehicle for fact finding which is invoked at the discretion of the Board. The second involves hearings that the Board may convene.

One of the most valuable approaches to the quasi-judicial role is establishing a process and applying it consistently.

Hearings

It is important to understand that as a statutory decision-making body, a Police Services Board is subject to review of its decisions by the Ontario Civilian Police Commission. In the event your Board is required to conduct a hearing, it should seek legal counsel in order to maintain the integrity of the process.

There are several situations, under the *Act*, in which a Board may hold a hearing and exercise its statutory power of decision:

1. Under Section 77(7) – Board Complaint – Misconduct or unsatisfactory work performance of the Chief or a Deputy Chief.
2. Termination of Probationary Constable (Section 44)
3. Board Member Code of Conduct
4. Under Section 47 (2) as a hearing to determine whether a member of the force should be discharged or retired for medical reasons;

Each of these has particular procedural requirements and may be delegated by the Board to a few of its members. The *Act* (Section 34) permits the Board to delegate to two or more of its members any authority conferred on it by the *Act* (except collective bargaining which allows one or more members).

The *Statutory Powers Procedure Act* applies to these situations described above and sets out a minimum code of procedure that must be followed. It establishes procedure regarding, but not limited to:

- Notice of hearing
- Exceptions for holding the hearing in public
- Maintaining order
- Rights of parties to counsel
- Admissibility of evidence
- Record of proceedings
- Rules for conducting the proceedings

If the Board is required to conduct a hearing, be sure all Board members involved review the Statutory Powers Procedure Act.

Be aware, however, that the *Act* contains provisions that augment and override the Statutory Powers Procedure Act. While the Statutory Powers Procedure Act provides that transcript of records is optional, the *Act*, 69 (11) contains a provision requiring notes and records being taken and maintained.

As mentioned earlier, it is strongly recommended that legal advice be sought prior to making any decisions regarding these hearings.

Notes

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CHAPTER 5 -ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS (OAPSB)

The OAPSB is an Association comprised of Police Services Boards in Ontario. A non-profit organization, the OAPSB is funded on an annual basis through membership fees paid by Municipal Police Services Boards, who believe that collectively, services can be provided to assist them in discharging their duties.

MISSION STATEMENT

The OAPSB provides leadership and support to member Police Service Boards by advocating for public safety policy, delivering programs and services in partnership with others and serving as a central source of information.

Member Services

In concert with the mission statement, the following services are provided to the membership:

- **Conferences/Annual General Meeting**

The OAPSB annually conducts a two to three day meeting and conference providing members with training, an opportunity to debate and discuss current issues and participate in seminars on subjects of general interest. This is also the Annual General Meeting for the Association where resolutions from member Boards are considered and the Board of Directors is confirmed.

- **Seminars and Workshops**

The Policing Services Division, Ministry of the Community Safety and Correctional Services (the Ministry), and the OAPSB conduct ongoing training sessions for Police Services Board members to assist and educate them on Board procedures. The Police Board Training Program can be delivered throughout the province.

Additional seminars and workshops on various topics of interest and concern to the membership are conducted as the need arises.

- **Web Site and Communications**

The OAPSB has a web site and provides regular email updates to members. These together provide the main form of communication between the members and the Association. Directors of the Association also report regularly to the members through participation in Zone meetings.

- **Advocacy**

As the sole voice for Police Services Boards in Ontario, the OAPSB addresses membership concerns and priorities through a united approach to Government, and a formal liaison network with Government officials in the appropriate Ministries. Policies and resolutions adopted by the membership at the Annual General Meeting provide guidance to the Provincial Government in the development of legislation. In addition, the OAPSB provides representation on a multitude of Government committees, to ensure that the viewpoints of the membership are considered in areas of policy development.

- **Information Exchange**

Through contact with its members, the OAPSB is able to provide assistance with, or put a member in contact with, a colleague or other individual that, through previous similar experience, can provide a knowledgeable opinion on a particular municipal policing matter.

In addition, the OAPSB maintains an extensive library of published articles and presentations on a host of subjects that are made available to members upon request or through the web site.

Annually, the OAPSB publishes a *Directory* listing all Ontario Municipal Police Services Boards, their members, addresses and other pertinent information. In addition to being a quick reference tool for Association members, the OAPSB Directory is distributed to Government officials and other groups who require access to the membership. The OAPSB's greatest developing resource is its web site at www.oapsb.ca.

- **Collective Agreement Information**

The OAPSB maintains a database of collective agreements and Memoranda of Settlement. These documents are available to Boards through the Members Only portion of the website.

Notes

CHAPTER 6 - RELATED ASSOCIATIONS

The Canadian Association of Police Governance (CAPG)

The CAPG was formed in 1989 in response to a recognized need for information exchange and education for members of Canadian police governing bodies. In concert with the objectives of the Association, the following services are provided to assist the membership:

- Annual Meeting and Conference – Each August the CAPG holds a three-day conference and Annual General Meeting in a different location. Plenary sessions, workshops and discussion groups are held to provide members with an opportunity to exchange information from a national perspective, learn from one another, and to hear from experts on matters related to policing services.
- Bulletins and Newsletters – Short bulletins are broadcast to members whenever time sensitive news needs to be communicated, and periodic newsletters keep members informed about events happening across the country.
- Advocacy – The CAPG provides a united voice to federal and provincial governments and formulates position papers on new federal legislation on behalf of its members.
- Information Exchange – The CAPG maintains a Catalogue of Resource Material for members and provides a means for the collection and sharing of information. It also produces a Directory of Members to facilitate communication between Boards.
- Training – An orientation tool in the form of a CD-ROM is available to members.

For more information about the CAPG, access the web site at: www.capg.ca.

Canadian Association for Civilian Oversight of Law Enforcement

CACOLE is a national organization of agencies involved in the oversight of police officers, dedicated to advancing the concept, principles and application of civilian oversight of law enforcement throughout Canada. For more information on CACOLE access its web site at www.cacole.ca.

The Ontario Association of Chiefs of Police

The Ontario Association of Chiefs of Police (the “OACP”), incorporated in 1952, is made up of individual members who are Senior Police Managers, Inspector rank and above, to include all areas of policing within the province – municipal, OPP, RCMP and private police, Canadian National, and Canadian Pacific Police. The OACP’s objectives include the promotion of competent police administration, assisting members through exchange of information developed through various Committee participation and government Committee initiatives, and participation with other related agencies with respect to community policing services. The OACP has a number of Committees. For more information on OACP visit its web site at www.oacp.on.ca.

Ontario Senior Officers' Police Association

The Ontario Senior Officers' Police Association represents Commissioned officers in both municipal police services and the OPP. Commissioned officers include the rank of Inspector and above but do not include Chiefs and Deputy Chiefs. Many senior officers are also members of the OACP. Civilian members of police services who are in a management position are also represented by this Association.

The Police Association of Ontario

The Police Association of Ontario (the "PAO") is the collective voice of Police Services personnel to promote the mutual interests of its members. The PAO will also represent senior officers where there is not a senior officers association.

The PAO represents all members of police services in Ontario including the OPP and civilians in municipal police services. For more information on the PAO visit its web site at www.pao.ca.

Ontario Provincial Police Association

The Ontario Provincial Police Association (OPPA) is the collective voice of uniform and civilian personnel in the OPP. The OPPA represents all police officers including ranks from Constable, to Staff Sergeant and OPP civilian employees.

Notes

CHAPTER 7 - MINISTRY OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES

The Policing Services Division of the Ministry is the primary contact for Police Services Boards and their police services.

Boards may also have contact with the:

- Special Investigations Unit
- Ontario Civilian Police Commission
- Ontario Police Arbitration Commission

Policing Services Division

The Ministry's Policing Services Division provides leadership and works with stakeholders to:

- Promote community safety and crime prevention;
- Provide and support training, education and professional development;
- Develop and monitor professional standards and policies in support of legislation;
- Ensure compliance through advice, inspections and CPIC audits;
- Enhance and support provincial intelligence operations; and
- Regulate and support the private investigation and private security industry.

Under the direction of an Assistant Deputy Minister, the Policing Services Division is organized into four main areas of responsibility (A – D) and two special projects (E and F):

- A. Police Support Services Branch
- B. Ontario Police College
- C. Criminal intelligence Service Ontario-Provincial Bureau
- D. Private Investigators and Security Guards (PISG)
- E. Major Case Management
- F. Organized Crime Strategy

A. Police Support Services Branch

The operational arm of the Division, Police Support Services Branch is the main contact between the Ministry and Ontario's police community – Police Services Boards, municipal police services, and the province's police associations. It monitors the effectiveness of municipal police services and provides advice on a wide range of policing issues.

This area derives its authority and mandate from the *Act*, Section 3(2), which Section requires the Solicitor General to:

- monitor police forces to ensure adequate and effective police services are provided at the municipal and provincial levels;
- monitor Boards and police forces to ensure they comply with prescribed standards of service;
- conduct a system of inspection and review of police forces across Ontario;
- assist in the co-ordination of police services;
- consult with and advise Boards, municipal Detachment Commanders of Police, employers of special constables and associations on matters relating to police and police services; and
- provide information and advice to Boards and municipal Police Detachment Commanders respecting the management and operations of police forces, techniques in handling special problems and other information calculated to assist.

Police Quality Assurance Unit

Police Services Advisors are the Ministry's primary link to the police community and enable the Ministry to meet the statutory requirements set out in the *Police Services Act* (the *PSA*).

Monitoring and Advisory Services

Monitoring police services/boards and providing advice on policing matters are the responsibility of the Police Services Advisors. To fulfill this responsibility, the advisors liaise and consult with police services boards, chiefs of police and senior command staff, police associations, community groups and municipal representatives. Ongoing monitoring of police services is achieved through regular observation, attendance at board meetings, networking and inspections.

Police Services Advisors build strong working relationships with all stakeholders. They work to enhance the decision-making process for police services boards and chiefs of police by ensuring that decision makers have all of the relevant information they require. They can also provide advice on statutory and regulatory requirements in relation to the *PSA* and its regulations. For those matters requiring specialized input, advisors have access to resources within the Ministry or the broader public sector, or often know of another police service/board, which has dealt with similar issues or problems.

With the OAPSB/OACP structure, there are six zones. A police services advisor is assigned to each of the Zones. The Zone advisor regularly attends zone meetings, which are a helpful forum for exchanging information, networking, and discussion with members from other police services/boards. During these meetings the Zone advisor normally provides a report on the latest information, news and programs from the Ministry.

Police Service Inspection Program

The Police Service Inspection Program is one of the mechanisms used by the Ministry to meet the statutory requirements set out in section 3(2) of the *Police Services Act*. Inspections are conducted by the Ministry to determine compliance with the requirements set out in the *PSA* and its regulations. Inspections are also conducted to determine the extent to which police services boards and/or chiefs of police have followed the Ministry's guidelines for local policies and procedures. Lastly, inspections are conducted to determine the extent to which the actual practices of the police service conform to the Board's policies and the police service's own procedures.

The Inspection Program supports the delivery of adequate and effective police services in Ontario by conducting inspections and monitoring compliance with applicable legislative and regulatory requirements. Inspections are based on the following:

1. applicable legislation, e.g., the *Police Services Act*, the *Criminal Code*;
2. applicable regulations, e.g., *Adequacy and Effectiveness of Police Services*, *Suspect Apprehension Pursuits*; and
3. additional criteria, which include the Ministry's guidelines for local policies, procedures and programs, generally accepted police practices, general management principles, and directions relating to new initiatives.

Prior to commencing an inspection, the Inspection Team meets with the police services board, the chief of police and the police association(s) to provide an overview of the proposed work plan. Inspection Teams normally review the policies and procedures of the police service prior to the on-site phase of an inspection.

While on-site, Inspection Teams review the actual practices of a police service by interviewing appropriate staff, reviewing records and files and providing regular updates to the chief of police and senior command staff. Based on this work, Inspection Teams make observations about the policies, procedures and practices of the police service, identify findings and make recommendations to the police services board and the chief of police with the overall goal of improving the delivery of policing services in a municipality.

At the conclusion of the on-site phase, a debriefing session is held with the police services board and the chief of police to provide an overview of the preliminary findings and anticipated recommendations originating from the inspection.

Inspection reports are prepared by members of the Inspection Team following completion of the on-site phase of the inspection. Inspection reports are provided to the police services board, with copies to the chief of police and the local police association(s).

The police services board and the chief of police are asked to provide the Ministry with a coordinated response, status report, or action plan for follow-up, within **90 days** of receipt of the completed inspection report. Members of the Inspection Team, as well as the Police Services Advisor for the Zone, are available to meet with the police services board, the chief of police and the police associations to discuss the findings and recommendations outlined in an inspection report.

Police Services Boards Training Program

The Police Quality Assurance Unit provides training to members of police services boards on their core responsibilities. Police Services Advisors are assigned to the Police Services Board Training Program.

The Ministry defines core responsibilities as including a strong understanding of the *Police Services Act*, the *Adequacy and Effectiveness Regulation*, and the *Code of Conduct for Members of Police Services Boards Regulation*. This training is intended to communicate the Ministry's expectations about civilian governance of the police.

Training is delivered by Police Services Advisors through regularly scheduled training sessions. Training is also tailored to meet the specific needs of police services boards for municipal police services and OPP contract locations. Training delivery is separate for Section 10 and Section 31 Police Services Boards. Training sessions are normally 2-4 hours in.

The OAPSB Training Committee developed four modules for Board training that extends beyond the limits of core responsibilities. Ministry training is intended to complement other training initiatives offered by the OAPSB and individual police services boards. The Ministry encourages members of police services boards to participate in any or all training offered to them.

There are also a number of other resources available to assist police services boards with meeting their responsibilities. Police services boards are encouraged to seek assistance and guidance from experienced board members, the OAPSB, and the Ministry. Each of these groups has specific knowledge and experience to share that will be beneficial.

The Canadian Police Information Centre (CPIC) Services

CPIC links law enforcement agencies and criminal justice partners across Canada.

The Police Quality Assurance Unit is responsible for the application and control of the CPIC System in Ontario. This responsibility for the CPIC system is handled through four administrative functions:

1. developing provincial CPIC policy and contributing to national policy;
2. advising, assisting and providing training on CPIC and related systems;
3. identifying requirements for new or additional terminals, and terminal site inspections; and
4. administering the CPIC audit program.

In addition, the unit administers related enforcement programs such as the Police Automated Registration Information System (PARIS).

The Police Quality Assurance Unit supports a number of technology projects, such as new records management systems (OMPPAC to Niche), CPIC Renewal, Common Police Environment and the Policing Services Network. The unit also supports the ViCLAS Regulation (O. Reg. 550/96 - *Violent Crime Linkage Analysis System Reports* Regulation) by tracking annual returns and audits.

The mandate of the **Policing Standards Section** is to:

- develop/coordinate regulations, guidelines and implementation tools that support the provincial interest in policing, promote professional police practices and guide the management and operation of police services;
- research/develop government policy/initiatives on law enforcement and policing issues;
- provide information and support on police operational policy issues, practices and major legal developments (i.e., new legislation and case law);
- coordinate the Policing Service's Division's response to coroner's inquests, inquiries and other reports/studies; and
- coordinate/support stakeholder consultative/liaison committees and initiatives.

The Selection Systems and Appointments Unit:

- developed, manages and markets the Constable Selection System;
- administers the ministry's public appointments, including members of police services boards; and
- administers the ministry's approval and appointments process for special constables, auxiliary members of police services and provincial offences officers.

The **Program Development Section** works in partnership with police and community organizations to:

- develop and co-ordinate the planning, implementation and evaluation of crime prevention and community safety initiatives;
- administer and evaluate grant programs in compliance with provincial transfer payment accountability requirements;
- provide advice to police services and community organizations on ministry grant programs and other initiatives;
- provide liaison and consulting services to police services, Ontario Association of Chiefs of Police (OACP) committees, provincial crime prevention organizations, the National Crime Prevention Strategy and other stakeholders;
- represent Ontario in all levels of governmental initiatives relating to crime prevention.
- usage etc.; and
- promote road safety initiatives with police services.

B. Ontario Police College

The Ontario Police College (OPC) near Aylmer is one of the most highly respected police training facilities in North America.

The OPC opened in 1962 and to date more than 43,000 recruits have been trained there. In 2012 alone, more than 8,600 senior students and 640 police recruits were trained. The OPC employs 170 full and part-time employees, including support staff and instructors. Many of the instructors are seconded from various Police Services.

A visit to the college is interesting and worthwhile. Tours are available at this self-contained complex with all the amenities of a college including a sports complex, drill hall, communications facility, library, court room and practice room to simulate various police scenarios that could be encountered on a day-to-day basis.

C. Criminal Intelligence Service Ontario – Provincial Bureau

Created in 1966, Criminal Intelligence Service Ontario (CISO) is a Branch of the Policing Services Division, which brings together a unique co-operative of law-enforcement and intelligence agencies, provincial and federal government ministries dedicated to fighting organized crime, terrorism and other serious crime by sharing and analyzing criminal intelligence.

CISO administers a Joint Force Operations (JFO) program. The program provides resources and co-ordinates funding to local, provincial and federal police services involved in major criminal investigations.

CISO's Provincial Bureau receives, stores, analyzes and distributes criminal intelligence among its provincial members and to its national counterparts. It is one of nine provincial bureaus that form Criminal Intelligence Service Canada (CISC) the national network of local, provincial and federal police and law-enforcement agencies dedicated to fighting organized crime.

D. Private Investigators and Security Guards (PISG)

The Private Investigators and Security Guards Branch (PISGB) administers and enforces the provisions of the Private Investigators and Security Guards Act (licensing, regulating and investigating the activities of private investigation and security agencies and individuals), which governs the private security industry in Ontario. The Registrar and Deputy Registrar conduct quasi-judicial hearings to ascertain whether it is in the public interest to issue licenses to those who may have been convicted of a crime or who have an outstanding charge against them.

PISGB collects revenues that are forwarded to the government's Consolidated Revenue Fund. On average the Branch collects about \$1.6 million per year, fully offsetting its cost of operation.

The Private Investigators and Security Guards Act exempts in-house or corporate security personnel whose work is confined to the affairs of their employer in providing security, safety and investigative functions.

Private security personnel are employed in ports, airports, nuclear facilities, and shopping centres, commercial and other complexes (e.g. CN Tower), and residential spaces. They patrol private property and public areas (or areas where the public has access), guard bridges, maintain court security and issue parking tickets. Security guards also control and direct the activities and actions of the public in relation to the property or area under their control.

E. Major Case Management (MCM)

The MCM System (administered by PSD) is one of the major responses to Justice Archie Campbell's report on the roles played by the police, Centre of Forensic Sciences, Coroner and provincial government during the Paul Bernardo investigations. Providing police with a common case management technology assists investigators in collecting, managing, retrieving and analyzing major case data and in tracking and linking related information between cases in single and multiple jurisdictions.

F. Organized Crime

The Division supports tactical and operational projects under the Ontario Organized Crime Strategy to help police services. These projects are:

- The Right Intelligence (ensuring police services have the ability to get/share criminal intelligence information);
- The Right Techniques (encouraging strategic partnerships, linkages and training); and
- The Right Tools (best practices, new/emerging technologies, infrastructure enhancements).

Special Investigations Unit

Police are no longer placed in the sensitive position of investigating themselves where a serious injury or death has occurred, that may have resulted from criminal offences committed by police officers. Both public and police concerns have been expressed about this practice. The Special Investigations Unit (SIU), falling under the jurisdiction of the Attorney General for Ontario, is an independent civilian body that conducts these investigations. This Unit is permanently established through the Police Services Act, and reports its findings to the Attorney General. It is headed by a civilian director who directs a team of trained investigators who are public servants.

In keeping with the intent of the SIU, the director cannot be a current or former police officer and the investigators cannot be current police officers. Investigators can be former police officers given the experience and expertise required to perform the job. Investigators may not participate in an investigation involving a police service of which they were a member. Criminal charges may be laid as a result of their investigations.

Ontario Civilian Police Commission (OCPD)

As prescribed under Part II of the Police Services Act, the Ontario Civilian Police Commission (OCPD) performs quasi-judicial functions.

The powers and duties of OCPD, as outlined in Section 22 of the *Act* include:

- (a) if the Solicitor General advises the Commission that a board or municipal police force is not complying with prescribed standards of police services,
 - (i) directing the board or police force to comply, and
 - (ii) if the Commission considers it appropriate, taking measures in accordance with subsection 23 (1);
- (b) conducting investigations with respect to appointing officials under the *Interprovincial Policing Act, 2009* under section 25;
- (c) conducting investigations with respect to municipal police matters under section 25;
- (d) conducting inquiries into matters relating to crime and law enforcement under section 26;
- (e) conducting inquiries, on its own motion, in respect of a complaint or complaints made about the policies of or services provided by a police force or about the conduct of a police officer and the disposition of such complaint or complaints by a chief of police or board;
- (e.1) REPEALED: 2007, c. 5, s. 6 (1).

- (e.2) making recommendations with respect to the policies of or services provided by a police force by sending the recommendations, with any supporting documents, to the Solicitor General, the chief of police, the association, if any, and, in the case of a municipal police force, the board;
- (f) hearing and disposing of matters referred to it by boards and appealed to it by police officers and complainants in accordance with Part V.

Office Of The Independent Police Review Director (OIPRD)

In 2009, the public complaints process underwent considerable change. The *Police Services Act* still provides the legislative requirements for the public complaints process. The responsibility for public complaints now rests with the Office of the Independent Police Review Director (OIPRD).

Any member of the public, who is directly affected, may complain in writing about the conduct of a police officer, including the Chief of Police or the Commissioner of the Ontario Provincial Police (OPP) or the policies or service provided. All complaints are referred to the OIPRD for determination.

If a complaint is substantiated as a complaint, the OIPRD may refer the complaint back to the affected Service, retain it for investigation by the OIPRD or refer it to another Chief for investigation.

Police Services Boards are to receive reports from the Chief/Detachment Commander on the administration of the public complaints process. In addition, the decision regarding complaints concerning policies and/or service must be reported to the Board. Complainants who are not satisfied with the outcome of a policy and/or service complaint may request the Police Services Board to review the decision.

Ontario Police Arbitration Commission

The role of the Arbitration Commission is to promote harmonious labour relations in the police community and improve the effectiveness of policing in Ontario. The main function of the Arbitration Commission is to provide conciliation and mediation-arbitration services where the parties are unable to resolve their differences by bargaining or negotiation.

The Ontario Police Arbitration Commission (Arbitration Commission) is a five-member statutory body, which administers the conciliation and mediation-arbitration processes between municipal police associations and municipal police services boards throughout the Province of Ontario. The Arbitration Commission also provides a conciliation and mediation-arbitration service to the Ontario Provincial Police (OPP) for contract bargaining disputes. The Commission consists of a Chair, two members representing municipal police services boards (appointed by the Ontario Association of Police Services Boards), and two members representing police associations. The five members of the Arbitration Commission are appointed by the Lieutenant Governor in Council.

The Arbitration Commission is a neutral body and does not become involved in the issues between the parties, and does not influence the outcome of matters subject to conciliation or mediation-arbitration.

[illegible]

GLOSSARY AND ACRONYMS

ACRONYM	MEANING
AFIS	Automated Fingerprint Identification System
CACP	Canadian Association of Chiefs of Police
CAD	Computer Aided Dispatch
CAPG	Canadian Association of Police Governance
CEW	Conducted Energy Weapon
CFSEU	Combined Forces Special Enforcement Unit
CIB	Criminal Investigation Bureau
CISC	Criminal Intelligence Service Canada
CISO	Criminal Intelligence Service of Ontario
CPA	Canadian Police Association
CPIC	Canadian Police Information Centre
CPP	Community Policing Partnership Program
CSI	Crime Severity Index (published by Statistics Canada)
CSIS	Canadian Security and Intelligence Service
DNA	Deoxyribonucleic Acid
ERASE	Eliminate Racing on Streets Everywhere
ESU	Emergency Services Unit
FBI	Federal Bureau of Investigation
FOI	Freedom of Information
HSLO	High School Liaison Officer
IACP	International Association of Chiefs of Police
JFO	Joint Forces Operations
MCM	Major Case Management
OACP	Ontario Association of Chiefs of Police
OAPSB	Ontario Association of Police Services Boards
OC Spray	Oleoresin Capsicum (Pepper Spray)
OCPC	Ontario Civilian Police Commission (formerly known as Ontario Civilian Commission on Police Service)
OCCPS	Ontario Civilian Commission on Police Service (renamed to Ontario Civilian Police Commission ((OCPC)

ACRONYM	MEANING
OIPRD	Office of the Independent Police Review Director
OPC	Ontario Police College
PAO	Police Association of Ontario
PAVIS	Provincial Anti-Violence Intervention Strategy
POA	Provincial Offences Act
PON	Provincial Offences Notice
PSA	Police Services Act
PSD	Police Services Dog
PWEU	Provincial Weapons Enforcement Unit
RIDE	Reduce Impaired Driving Everywhere
ROPE	Repeat Offender Parole Enforcement
SIU	Special Investigations Unit
SOA	Senior Officers Association (represents all Uniform members at the rank of Inspector and above, and civilian members who are employed in a "confidential or supervisory capacity" but excluding the Chief and Deputy Chief.
SOR	Sex Offender Registry
TASER	Thomas A. Swift Electric Rifle
ViCLAS	Violent Crime Linkage Analysis System
WASH	Weekend and Statutory Holiday Court
YOA	Young Offenders Act